

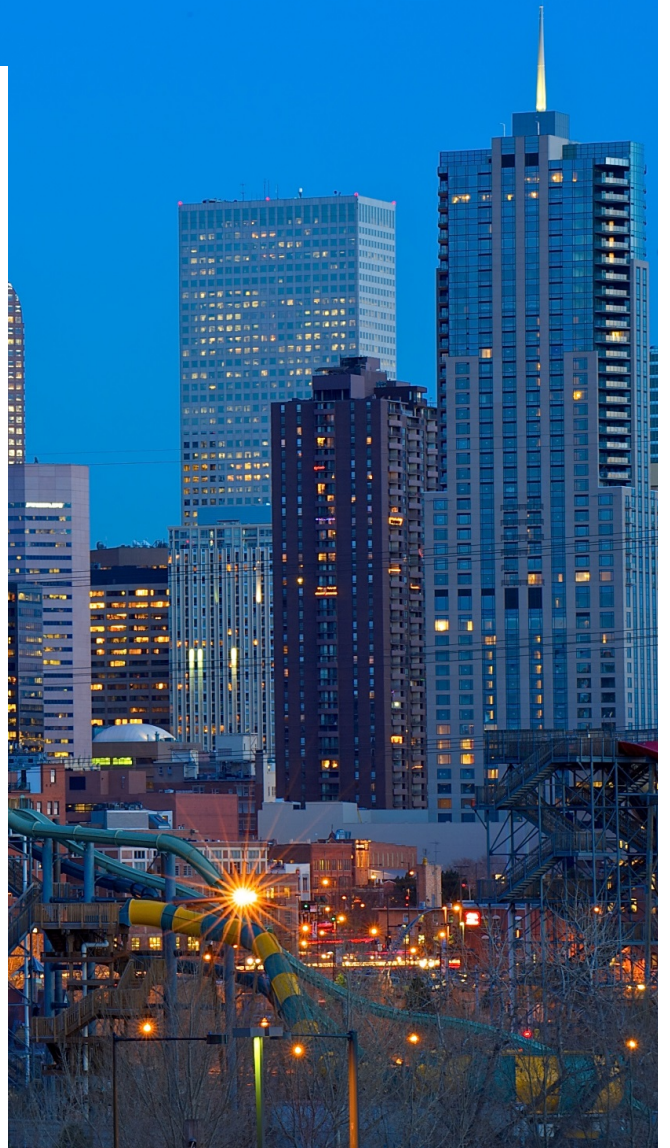
# DENVER For CEDAW

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*A Report on the Status of  
the Cities for CEDAW  
Campaign to Inform the  
Adoption of a CEDAW  
Ordinance in Denver*

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February 2018



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UNITED NATIONS ASSOCIATION  
*of the United States of America*  
Denver, Colorado

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# Executive Summary

The United States is one of seven countries and the only advanced industrialized country in the world that has not ratified the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Being frustrated with the slow (or non-existent) pace of Senate ratification since 1981, the Cities for CEDAW campaign decided that American women can no longer wait for the U.S. Senate to act.

Cities for CEDAW is a national campaign which encourages American municipalities to adopt a CEDAW ordinance to enshrine the international gender norms of substantive gender equity and nondiscrimination into municipal codes. San Francisco was the first city to adopt a CEDAW ordinance in 1995 and today, seven cities have adopted CEDAW ordinances while 24 cities have CEDAW resolutions, including Boulder, Lafayette, and Louisville, in Colorado.

This report has been put together per request of Kimberly Desmond, the director of the Denver Office on Women and Families. The report focuses on two key questions: (1) how have other cities implemented a CEDAW ordinances; and (2) what kind of implementation is feasible for the City and County of Denver. The report includes a comparison between the City and County of Denver's administrative and political structure and cities with CEDAW ordinances.

The report also includes an implementation study of Miami-Dade County and the City of New Orleans as they were found to be the most comparable CEDAW Cities.

On the basis of these and other case studies and a comprehensive legal analysis of existing CEDAW ordinances, the United Nations Association Denver - Denver for CEDAW campaign comes to the following conclusions:

1. The adoption of a CEDAW ordinance should enshrine the principles of sex-based nondiscrimination and gender equality in the city's legal framework therefore safeguarding women's rights against any changes in leadership on the city or county level;
2. A CEDAW ordinance should
  - a. Include a periodic gender analysis of the status of women in Denver including a requirement that any data collected must be disaggregated by sex, race/ethnicity, and age;
  - b. Task the Denver Women's Commission with developing policy recommendation to the City Council and the Mayor's office based on the periodic gender analysis (and the Denver Women's Commission or the Office on Women and Families should monitor the implementation process of these recommendations); and
  - c. The City Council and Mayor should consider resource allocations of funds for staff, oversight, and/or implementation, and partner with universities, community groups, and CEDAW supporters to obtain private funding.

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*“Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration – recognizing the diversity of different groups of women and men. Gender equality is not a ‘women’s issue’ but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people centered development”<sup>1</sup>*



# What is Cities for CEDAW?

The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) is an international treaty adopted by the United Nations that defines discrimination against women as any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.<sup>2</sup> CEDAW provides a practical blueprint to promote human rights and equal opportunities for women and girls in all areas of society. The treaty calls on each ratifying country to identify and address political, social, economic, and cultural discrimination against women. Such issues include domestic violence, trafficking, affordable health care and childcare, economic security, pay inequities, paid family leave, and educational and vocational opportunities. While the United States is a signatory to CEDAW, we have yet to ratify the treaty -- keeping company with Iran, Sudan, Somalia, Palau, and Tonga. The United States is the only advanced industrialized and democratic country that has yet to ratify CEDAW.<sup>3</sup>

The Cities for CEDAW campaign provides a comprehensive framework for advancing political and economic equality for women in the United States at the local level, while at the same time lifting up the necessity to ratify the treaty.

The initiative was launched in 2014 by the NGO Committee on the Status of Women (NGOCSW/ NY) that supports the work of the United Nations, including the UN Commission on the Status of Women. The NGOCSW/NY requested that mayor Edwin Lee, together with the San Francisco Department on the Status of Women be the peer leaders for the Cities for CEDAW campaign in the United States. They then requested the Women's Intercultural Network (WIN) act as a civil society partner.

Organizations such as the Leadership Conference on Civil and Human Rights, UNA/USA and other NGOs have also made important contributions to building and sustaining this campaign.

It is a grassroots effort designed to empower local leadership, women's organizations, and municipalities to effectively implement CEDAW within their city, county, and/or state to address barriers to full equality for women and girls.

By framing local concerns of gender equality and inclusion in a human rights context, the campaign highlights the importance of implementing gender responsive policies in cities nationwide.

Since the campaign's creation, nine cities in the United States have passed a CEDAW ordinance and 26 have adopted a resolution (including Boulder, Lafayette, and Louisville in Colorado). Many more cities are making serious progress towards ordinances and resolutions. CEDAW ordinances have the potential to substantially improve the lives of women in their municipalities and foster more transparent and accountable gender-sensitive governance.<sup>4</sup>

## **A CEDAW Ordinance or resolution typically includes:**

- 1. A gender analysis of the city**
- 2. An oversight body to monitor the implementation of a local CEDAW policy**
- 3. Funding to support the implementation of CEDAW principles**

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# What is Gender Mainstreaming?

The United Nations General Assembly and Economic and Social Council (ECOSOC), defines the concept of mainstreaming as “The process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. The ultimate goal is to achieve gender equality.”<sup>6</sup>

Mainstreaming does not mean having a women’s component in every existing public policy or a particular project, nor increasing women’s participation to the point of having a woman-only staff, for example. Mainstreaming means that public policies, projects, program budgets as well as institutional structures and processes are always considered with their impact on gender equality in mind. For example, gender mainstreaming calls for involvement by women as well as men in policy and planning decision making to bring their experiences, perceptions, knowledge and interests so that they both influence and benefit from development processes. Gender mainstreaming requires the participation of women and men to advance gender equality.

Gender mainstreaming is both a tool and a strategy to achieve gender equality. As a tool, gender mainstreaming is used to improve data collection and analysis that will help to incorporate gender perspectives in all planning development processes as well as public policy. As a strategy, gender mainstreaming directly addresses gender inequalities or aims to remove gender-based discrimination.

A CEDAW ordinance aims to integrate gender mainstreaming into the inner workings of the city, its policies, programs, and budget. By committing to address sex-based discrimination and achieving positive gender equality, i.e. equality in outcomes not just opportunities, a CEDAW ordinance encourages city officials to consider the impact of budget, policies, and programs on the status and advancement of gender equality.

At its most basic level, gender mainstreaming as suggested in a CEDAW ordinance aims to prevent discrimination against women, as well as to achieve equity for women and girls in the civil, political, economic, social and cultural spheres of a city.

## The overall benefits of gender mainstreaming are:

1. Collection of sex-disaggregated data leads to better informed and more equitable decisions and policies (gender analysis)
2. Gender mainstreaming helps women and men to equally benefit from development programs and policies (gender policies)
3. It encourages the equitable allocation of resources (gender sensitive budgeting)

# What is Gender-Responsive Budgeting?

Gender-responsive budgeting takes into consideration the gendered differential impact of budgets by analyzing how a government raises and spends public money. Looking at a budget through a gender lens has the potential to reveal and correct for economic and social inequalities between men, women, boys and girls. The effect of government budgets on gender equality is one of its most important foci. The goals of gender-responsive budgeting are twofold:

1. Equally distribute the impact of government budgets between men and women (benefits and burdens); and
2. Ensure both men and women are part of the decisions on how to spend public resource allocations.<sup>7</sup>

Gender-responsive budgets are tools that abolish discriminatory practices to ensure that human rights and gender equality are enshrined in government practices. In compliance with CEDAW, governments can take 'all appropriate measures' to eliminate discrimination against women regarding workforce, services, and budgets. Gender-responsive budgets can be conducted by the government themselves or outside agencies such as NGOs. Before any gender-responsive budgeting can be put into place, cities need to collect gender disaggregated data.

Gender-responsive budgeting does not look to divide monies 50-50. Women and men have different needs that should be accounted for and addressed. Gender-responsive budgets also do not look to create separate budgets, rather determine how revenues and resources affect men and women differently.

Budgets are the most important process governments and international institutions use to relay values. Governments should know who is benefiting, or not, from their budget practices, as this is good governance and accountability. Human rights and gender equality need to be part and parcel of the process and gender-responsive budgeting should be used as an agent for change.

So far, San Francisco is the only CEDAW city that has implemented gender-responsive budgeting. While gender-responsive budgeting is not a requirement of a CEDAW ordinance, it could be considered a possible policy for implementation once a CEDAW ordinance has been adopted in Denver. *For more information on San Francisco's gender-responsive budget, please see Appendix A.*

## In general, gender-responsive budgeting

- 1. Shows where monies are unequally allocated by illuminating gender differences in revenue collection and budget allocation among different parts of the population. Seeing where these discrepancies are, allow governments and civil society to correct for discriminatory practices (intended or not) and pursue fair practices in compliance with nondiscrimination and equality policies.**
- 2. Increases accountability and transparency in budget practices and outcomes to hold governments accountable to their populace.**

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# What is a Human Rights City?

The Cities for CEDAW campaign is part of a larger movement around the world of cities embracing international human rights standards in their operations and governing practices. In addition to CEDAW cities, there are also ten human rights cities in the United States. A Human Rights City is any “municipality that refers explicitly to the Universal Declaration of Human Rights<sup>8</sup> and other international human rights standards and/or law in their policies, statements, and programs.” Beyond acknowledging international human rights standards, any human rights city is first and foremost a “community, all of whose members--from ordinary citizens and community activists to policy-makers and local officials--pursue a community-wide dialogue and launch actions to improve the life and security of women, men and children based on human rights norms and standards.”<sup>9</sup>

## Human Rights Cities in the US

- Washington, D.C.
- Carrboro, NC
- Chapel Hill, NC
- Richmond, CA
- Mountain View, CA
- Eugene, OR
- Boston, MA
- Pittsburgh, PA
- Seattle, WA
- Jackson, MS
- Edina, MN

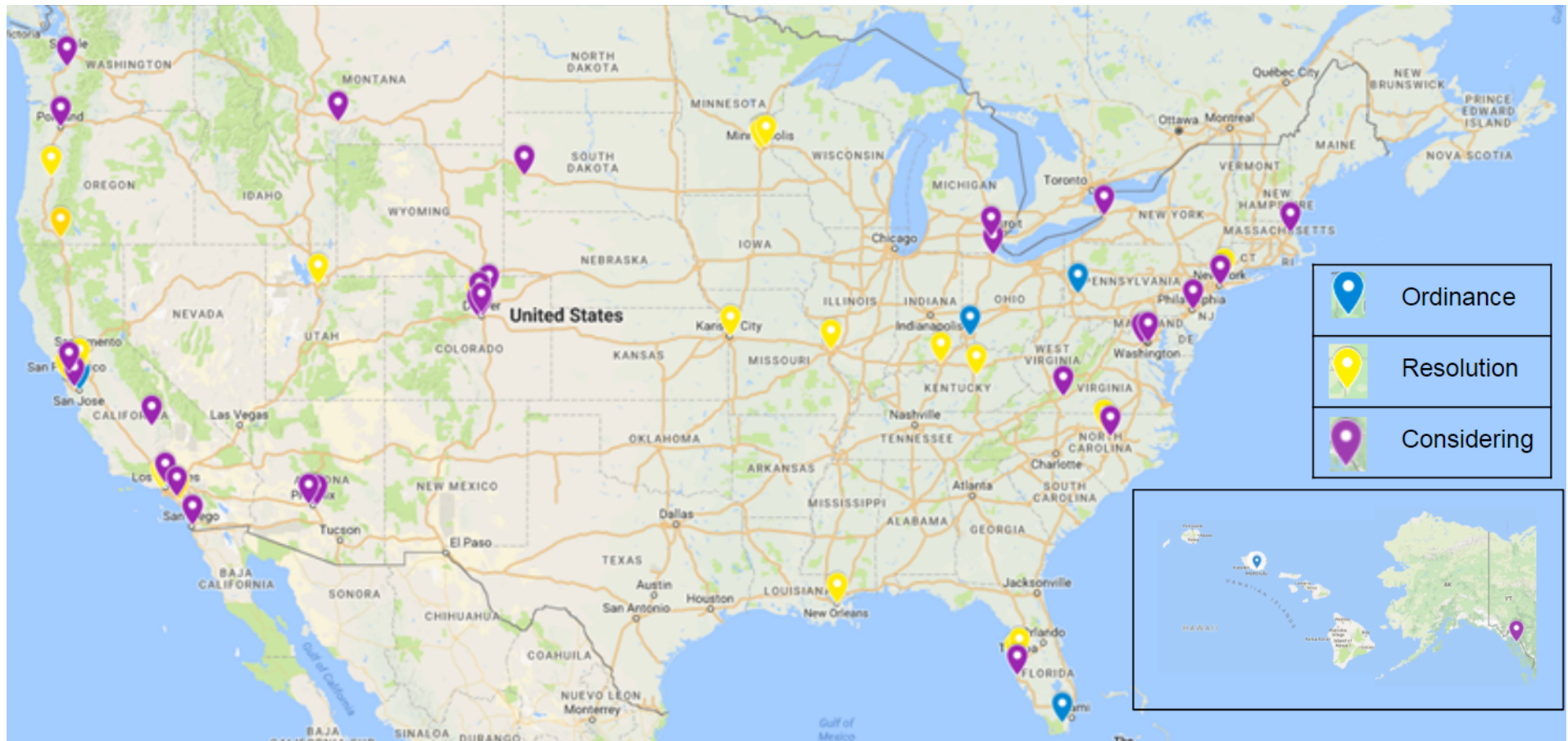
### Washington D.C.

In 2008, Washington D.C became the first Human Rights City in the United States. Today, there are eleven human rights cities in the United States.<sup>1</sup>

The number of Human Rights Cities has been growing since 2000. Activist groups have made an effort to improve respect for human rights principles by governments and other powerful actors who operate at the local/community level. Because of their focus on local contexts, Human Rights Cities tend to emphasize economic, social, and cultural rights<sup>10</sup> as they affect the lives of residents of cities and other communities and their ability to enjoy civil and political human rights.

# CEDAW Cities in the United States

Map 1: CEDAW Cities in the United States (as of March 2018)<sup>10</sup>



In 1998, San Francisco passed the first CEDAW ordinance in the United States. Since then, there has been a steady increase in the number of cities passing and considering CEDAW legislation. Currently nine cities, including San Francisco, have passed a CEDAW ordinance, 25 cities have passed a CEDAW resolution, and 31 cities are considering CEDAW legislation. Cities considering legislation have coordinated Cities for CEDAW activities, including establishing coalitions of citizens and organizations, or meeting with representatives. However, they have yet to introduce a formal ordinance or resolution with the city council. *See page 11 for full list of CEDAW Cities.*

[Map source: Google My Maps via <https://tinyurl.com/y75vtms>]

# CEDAW Cities in the United States

(as of March 2018)<sup>11</sup>

Table 1: Cities with CEDAW Ordinances

City/County	State
San Francisco	California
Berkeley	California
Cincinnati	Ohio
Honolulu	Hawaii
Los Angeles	California
Miami-Dade County	Florida
Pittsburgh	Pennsylvania
San Jose	California
Santa Clara County	California

Table 2: Cities with CEDAW Resolutions

City/County	State
Ashland	Oregon
Boulder	Colorado
Contra Costa County	California
Daly City	California
Durham County	North Carolina
Edina	Minnesota
Eugene	Oregon
Kansas City	Missouri
Lafayette	Colorado
Laguna Woods	California
Louisville	Colorado
Louisville	Kentucky
Minneapolis	Minnesota
Mount Vernon	New York
New Orleans	Louisiana
Pittsburg	California
Richfield	Minnesota
Salt Lake City	Utah
Santa Monica	California
St. Paul	Minnesota
St. Petersburg	Florida
Tampa	Florida
University City	Missouri
West Hollywood	California
Rapid City	South Dakota

Table 3: Cities Considering CEDAW Policies

City/County	State
Boston	Massachusetts
Bozeman	Montana
Buffalo	New York
Burbank	California
Denver	Colorado
Erie	Colorado
Fairfax	Virginia
Golden	Colorado
Greeley	Colorado
Juneau	Alaska
Longmont	Colorado
Monrovia	California
New York	New York
Orange County	California
Palo Alto	California
Philadelphia	Pennsylvania
Phoenix	Arizona
Portland	Oregon
Radford	Virginia
Raleigh	North Carolina
Richmond	California
San Diego	California
Sarasota	Florida
Tacoma	Washington
Tempe	Arizona
Toledo	Ohio
Tolleson	Arizona
Tulare County	California
Washington, D.C.	District of Columbia
Westminster	Colorado
Ypsilanti	Michigan

For an updated list see the Cities For CEDAW website (Status of Local Activities): <http://citiesforcedaw.org/resources/>

# Cities for CEDAW - An Overview

Policies are not one size fits all, and cities vary in the types of policies they adopt and their implementation and monitoring needs. Policy implementation differs based on a city's administrative and legal structure as well as a city's size in terms of population, budget, and human resources. In order to understand the steps required for the adoption and implementation of a CEDAW ordinance, and ultimately ordinance feasibility in Denver, we compared Denver's legal and administrative size and characteristics to those of other CEDAW cities. While each city is unique and comes with its own challenges and opportunity, we ultimately find that Miami-Dade County and New Orleans are the most comparable to Denver.

In order to determine compatibility, we analyzed seven primary variables (population, number of city employees, number of city departments, governmental structure, relationship between city and county, annual budget, and political ideology). In order to easily compare variables, we converted ratio variables into ordinal variables with large, medium, and low categories. When a certain variable for a city (such as population) is in the same category as Denver's, that city is considered comparable to Denver regarding this specific characteristic.

We find that Honolulu and Miami-Dade County are the most comparable ordinance cities to Denver in terms of government size and structure. We decided to focus on Miami-Dade County as a model for adoption and implementation, because its implementation process is more advanced.

For example, Miami-Dade County has an active department dedicated to the execution of CEDAW (the Commission for Women) and the gender analysis has been completed. Since passing CEDAW, Miami-Dade County has also successfully passed several bills that work to eliminate gender discrimination in the county. That being so, Miami-Dade County provides us with a blueprint for the implementation of a CEDAW ordinance in Denver.

Table 5 (see page 13) shows the results of our comparison between Denver and cities with CEDAW resolutions. We find that New Orleans and Louisville (KY) are the most comparable cities to Denver based on government size and structure. We decided to focus on New Orleans because, like Miami-Dade County, more steps have been taken to implement the principles of CEDAW. So far, New Orleans has adopted a CEDAW resolution, completed a report on the status of women, and has taken several other steps to implement the principles of CEDAW within the city.

The tables (pages 13 and 14) show the number of similarities between Denver and each CEDAW City. Cities with the greatest number of similarities were considered most comparable (large lighted in yellow highlight in tables).

For more information on the general implementation efforts of other CEDAW cities such as San Francisco, Salt Lake City, and Los Angeles please see the following report, which was completed by members of the Columbia Law School Institute of Human Rights in January 2017<sup>12</sup> under the leadership of JoAnn Kamuf Ward, accessible via: [http://www.law.columbia.edu/sites/default/files/microsites/human-rights-institute/gender\\_equity\\_through\\_human\\_rights.pdf/](http://www.law.columbia.edu/sites/default/files/microsites/human-rights-institute/gender_equity_through_human_rights.pdf/)

Table 4: Variables for Comparing Cities to Denver

Population	City-Employees	City- Departments	Annual Budget
Large: >1 million	Large: >10,000	Large: >46	Large: > \$3 billion
Med: 500,000- 1 million	Med: 5,000- 10,000	Med: 21-45	Med: \$1 billion- \$3 billion
Small: <500,000	Small: <5,000	Small: <20	Small: <\$1billion

For more detail on how each variable was coded see Appendix B on page 57

Table 5: Comparison of CEDAW Ordinances (as of December 2017)

City	Population <sup>13</sup>	City- Empl.	City- Depts.	City Government	City/County <sup>14</sup>	Annual Budget	Partisan <sup>15</sup>	Total Similarities
Denver, CO	Med	Large <sup>16</sup>	Med <sup>17</sup>	Mayor- council <sup>18</sup>	City/ County consolidated	Med <sup>19</sup>	Dem	
San Francisco, CA	Med	Large <sup>20</sup>	Large <sup>21</sup>	Strong Mayor <sup>22</sup>	Yes	High <sup>23</sup>	Dem	4
Berkeley, CA	High	Small <sup>24</sup>	Med <sup>25</sup>	Weak Mayor <sup>26</sup>	No	Small <sup>27</sup>	Dem	2
Cincinnati, OH	High	Med <sup>28</sup>	Small <sup>29</sup>	Strong Mayor <sup>30</sup>	No	Med <sup>31</sup>	Dem	2
Honolulu, HI	Small	Med <sup>32</sup>	Med <sup>33</sup>	Mayor-council <sup>34</sup>	Yes	Med <sup>35</sup>	Dem	5
Los Angeles, CA	High	Large	Large <sup>36</sup>	Mayor- council <sup>37</sup>	No	High <sup>38</sup>	Dem	3
Miami-Dade County, FL	High	Large	Large <sup>39</sup>	Mayor- council <sup>40</sup>	Yes	High <sup>41</sup>	Dem	4
Pittsburg, PA	Small	Small <sup>42</sup>	--	--	No	Small <sup>43</sup>	Dem	1

Table 6: Comparison of CEDAW Resolutions (as of December 2017)

City	Population <sup>44</sup>	City- Empl.	City- Depts.	City Government	City/County <sup>45</sup>	Annual Budget	Partisan <sup>46</sup>	Total Similarities
Denver, CO	Med	Large <sup>47</sup>	Med <sup>48</sup>	Mayor- council	City/County consolidated	Med <sup>49</sup>	Dem	
Daly City, CA	Small	Small <sup>50</sup>	Small <sup>51</sup>	Council- Manager <sup>52</sup>	No	Small <sup>53</sup>	Dem	1
Edina, MN	Small	Small <sup>54</sup>	Small <sup>55</sup>	Council- Manager <sup>56</sup>	No	Small <sup>57</sup>	Dem	1
Eugene, OR	Small	Small <sup>58</sup>	Small <sup>59</sup>	Council- Manager <sup>60</sup>	No	Small <sup>61</sup>	Dem	1
Kansas City, MO	Small	Small <sup>62</sup>	Med <sup>63</sup>	Council- Manager <sup>64</sup>	No	Med <sup>65</sup>	Dem	3
Lafayette, CO	Small	Small <sup>66</sup>	Small <sup>67</sup>	Council- Manager <sup>68</sup>	No	Small <sup>69</sup>	Dem	1
Long Beach, CA	Small	Med <sup>70</sup>	Med <sup>71</sup>	Council- Manager <sup>72</sup>	No	Small <sup>73</sup>	Dem	3
Louisville, KY	Med	--	Large <sup>74</sup>	Mayor- Council <sup>75</sup>	Yes	Small <sup>76</sup>	Dem	4
Minneapolis MN	Small	Small <sup>77</sup>	Med <sup>78</sup>	Strong Mayor <sup>79</sup>	No	Med <sup>80</sup>	Dem	3
Mt. Vernon, NY	Small	Small <sup>81</sup>	Med <sup>82</sup>	Strong Mayor <sup>83</sup>	No	Small <sup>84</sup>	Dem	2
New Orleans, LA	Small	Med <sup>85</sup>	Med <sup>86</sup>	Mayor- Council <sup>87</sup>	No	Med <sup>88</sup>	Dem	5
Richfield, MN	Small	Small <sup>89</sup>	Small <sup>90</sup>	Council- Manager <sup>91</sup>	No	Small <sup>92</sup>	Dem	1
Salt lake City, UT	Small	--	Small <sup>93</sup>	Mayor- Council <sup>94</sup>	No	Med <sup>95</sup>	Dem	3
Santa Monica, CA	Small	Small <sup>96</sup>	Small <sup>97</sup>	Council- Manager <sup>98</sup>	No	Small <sup>99</sup>	Dem	1
St. Paul, MN	Small	Small <sup>100</sup>	Small <sup>101</sup>	--	No	Small <sup>102</sup>	Dem	1
St. Petersburg, FL	Small	Small <sup>103</sup>	Small <sup>104</sup>	Strong Mayor <sup>105</sup>	No	Small <sup>106</sup>	Dem	1
Tampa, FL	Small	Small <sup>107</sup>	Med <sup>108</sup>	--	No	Small <sup>109</sup>	Rep	1
University City, MO	Small	--	Small <sup>110</sup>	Council- Manager <sup>111</sup>	No	Small <sup>112</sup>	Dem	1

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## Case Study: Miami-Dade County

In September 2015, Miami-Dade County in Florida adopted a CEDAW ordinance (*for a text of the ordinance see Appendix C*). County Commissioner Daniella Levine Cava, who was elected to the Commission in 2014, introduced the ordinance. The thirteen members of the County Commission unanimously passed the ordinance before Mayor Carlos A. Giménez signed the ordinance.

### *Ordinance Content*

The CEDAW ordinance includes several sections justifying the ordinance, including background on CEDAW and CEDAW cities as well as results from local and national data on the status of women.<sup>113</sup> The ordinance then details the implementation process which includes a gender analysis and makes the Commission for Women the primary entity responsible for implementation. The ordinance names four specific policy priorities: equal pay, family leave, sex trafficking awareness, and gender-neutral bathrooms.

### *Implementation Process*

The CEDAW ordinance made the Miami-Dade County Commission Auditor and Commission for Women responsible for implementation of the ordinance. The Commission was established in 1971 and is the policy advisory board to the County Commission on Women's Rights. The Miami-Dade County Commission for Women is funded by the county and works closely with the County Commission to create an annual report on the status of women and pass policies eliminating gender discrimination.

The first step in implementation is to gather data on the status of women in the county in order to identify the areas in which women are being discriminated against. The Miami-Dade County Commission for Women partnered with staff at Florida International University to collect data on the status of women. The report used data from the U.S. Census Bureau's American Community Survey along with information from county departments on the status of women.<sup>114</sup>

The Status of Women in Miami-Dade County report was published shortly after the passage of the CEDAW ordinance. It found significant discrepancies between men and women in terms of economic development, education, healthcare, and safety.

The second step Miami-Dade County took to implement its CEDAW ordinance was to complete a gender analysis of the county. In December of 2016 the Miami-Dade County Commission for Women released its first gender analysis of the city departments and on the county as a whole. Based on the gender analysis, the Commission for Women made several recommendations about how to improve the status of women through policies.<sup>115</sup> The recommendations were given to the County Commission, so they could evaluate and pass policies addressing gender discrimination. Many of the recommendations made in the analysis focus on the intersection of gender and race. For example, the report recommends that the County Commission enforce legislation requiring businesses to report on employee earnings by gender and race.

### Miami-Dade County CEDAW Ordinance Policy Commitments:

1. Ending the discrimination of women and girls within the areas of healthcare, safety, and education city wide
2. Gather data on the status of women and make policy recommendations annually
3. Ensuring gender equity within city departments and policies

Ultimately, the goal is to encourage the County Commission to adopt specific legislation based on the recommendation of the gender analysis report.

### *Implementation Challenges*

The most difficult part about creating a report on the status of women is collecting current relevant data. County departments and businesses are reluctant to give information on the status of their employees. This is why the Miami-Dade County report recommends that the Women's Commission directly engage with city departments and employers to lend legitimacy to the data request, particularly if a third party, such as a university, is conducting the gender analysis and related data collection.

Another challenge the Commission faces is keeping CEDAW and the status of women a salient issue. The Commission for Women must continuously lobby the County Commission for support and resources in order to report on and remedy instances of discrimination. These efforts include one on one meeting with Commissioners to remind them about the recommendations made in the report and ask for their support for legislation pertaining to these recommendations.

Likewise, the Commission partners with nongovernmental organizations, such as the League of Women Voters, to lobby the County Commission to pass legislation addressing gender discrimination. Thus, rather than being a monitoring body only, the Commission for Women also acts as the main advocate and spokesperson for the commitments enshrined in the CEDAW ordinance.



### *Progress Since the CEDAW Ordinance*

Since the passage of the CEDAW ordinance, Miami-Dade County has taken several steps to combat gender-based discrimination. In June of 2017, the County Commission passed Ordinance No. 17-31 which enforced gender parity on county boards. The clerks of the different boards are required to report on the gender makeup of the board in order to achieve gender balance on boards. In November of 2017, the County Commission passed Resolution No. r-1072-17 which requires those that contract with the county to comply with equal pay laws. The contractors must sign an affidavit stating that they will comply with the equal pay law of 1968 and subsequent equal pay laws.

### **Honolulu**

In August of 2015, Honolulu's city council introduced an ordinance locally implementing the principles of CEDAW. The bill was originally introduced by three city council members Ann Kobayashi, Carol Fukunaga, and Kymberly Marcos Pine. Unlike many other CEDAW ordinances, the Honolulu ordinance focuses on eliminating gender discrimination in the local government and then in the city as a whole. The ordinance establishes a CEDAW taskforce to complete a gender analysis of the city and create a 5-year action plan to best eliminate discrimination. The CEDAW task force also identifies which departments need to conduct a gender analysis, and gives recommendations on how to best eliminate discrimination to the city council and the departments themselves.

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## Case Study: New Orleans

In August 2016, the New Orleans City Council unanimously passed a CEDAW resolution. The resolution adopted the principles of CEDAW and made several policy commitments for New Orleans in the pursuit of eliminating discrimination against women.<sup>116</sup> These commitments include ensuring that the government of New Orleans will collaborate with other organizations to complete a citywide gender analysis and pass local legislation to promote the advancement of women within the city. The council worked with faculty at Newcomb-Tulane College in New Orleans on a report about the status of women in the city since hurricane Katrina.<sup>117</sup> The report focuses on the economic, health, safety, housing, and political status of women in the city. The report was used by the City Council as justification for the CEDAW resolution because it showed the extent of gender-based discrimination existing in a wide range of areas including age, race, poverty status, birth rates, education, employment, and safety.

The resolution outlines the extent of gender discrimination, as determined in the status of women report; the resolution also states the city's desire to eliminate gender discrimination and promote women in economics and academics.

The resolution states that the City Council will do this through local legislation and research but does not assign an oversight body to carry out this task; and unlike a CEDAW ordinance, a resolution is not legally binding.

In early 2017, the City Council created an equal pay committee that researches the gender pay gap in the city. Mayor Landrieu signed executive order MJL 17-01 which banned city employers asking questions regarding previous pay history in interview questions for city positions.<sup>118</sup> This bill is in direct response to the Status of Women Report's findings that women only make 79% of what men make in New Orleans. While this bill only pertains to individuals applying for city positions, it advances an agenda of gender mainstreaming in the government because questions about pay history in interviews have been found to discriminate against women as women are more reluctant than their male counterparts to ask for pay increases. By eliminating these questions, the county is taking steps to eliminate pay discrimination. It also sends a signal to private employers within the city to do the same.

### Louisville

In November of 2014, Louisville (KY) passed a CEDAW resolution, the second city in the nation to do so. The resolution was introduced by Councilwoman Tina Ward-Pugh and was passed by 20 of the 26 members on the Metro Council (three members voted against the resolution and three others abstained). Louisville's city government created an Office for Women in 1991, which was given the responsibility of realizing the objectives of the CEDAW resolution. The Office of Women engages with the community and works to pass policies that improve the status of women in Louisville. This office has started a handful of programs including one that provides child care to families that have experienced domestic abuse. The Office for Women also educates women on the causes and solutions of gender discrimination through collaborations between the city and the public. The Louisville Coalition for CEDAW has also been active in raising awareness of human rights violations in the city.

# Gender Analysis

In this section, we have listed the best practices for conducting a gender analysis. The information was provided by Krishanti Dharmaraj, one of the original advocates for the San Francisco CEDAW ordinance and the current Executive Director of the Center for Women's Global Leadership at Rutgers University.

## *Civil Society led Gender Analysis – Best Practices*

1. There are many gender analyses available. The difference for CEDAW is that it has to be **grounded within the human rights framework**. At the core it has to be about the principles of CEDAW: gender equality and non-discrimination.
2. Human rights are about inclusion and require you to think about **all women**, a regular analysis doesn't include this. Therefore, an intersectional approach is fundamental. Unfortunately, no good example for an **intersectional analysis** exists to this date.
3. Human rights are about **accountability**. Passing CEDAW means that the government entity (in the case of Cities for CEDAW, the municipal entity) is obligated to end discrimination. This aspect must be integrated into the gender analysis.
4. A gender analysis is not only about women. It is an assessment of how gender-based discrimination against women manifests and therefore is a **comparison between men and women**. The intersection of race is critical because women of color may not have the same experiences as a white woman. It is important to figure out how the city wants to address the rights of transgender persons, even if you do not have trans people now.

## **When developing a gender analysis, here are some questions to answer:**

- a. What is your end goal? A focused approach or a general approach? Do you want to change how the city operates internally? Or externally? Is your aim to change how violence is addressed? Is it about how the city allocates money for services? To determine the questions to these answers, a brainstorming session between civil society leaders and the city's women's entity is recommended.
- b. What areas do you want to measure? Employment within the city? Resource allocation? Direct services? Non-traditional employment? Focus on no more than 3 areas.
- c. Ask yourselves - if the gender analysis was an absolute success what would have changed in your city?
- d. Can a gender analysis get you to the results you want?
- e. Do you have a city department capable of managing the analysis, training city employers to do the gender analysis if needed? If not, is there the possibility to partner with a local university to conduct the gender analysis?
- f. Do you know the right people who can allocate funds for recommendations coming out of the gender analysis?
- g. Do you have the buy-in of key city officials and entities (examples: Union, Human Resource Department, a few departments you want to go through the analysis)?
- h. Is there a 'friendly department' that you could use to test-run the analysis?

### *Financing a Gender Analysis*

We must keep in mind that CEDAW is about demanding accountability by a government which is obligated to respect, protect and fulfill rights. It is a city's obligation to secure the funds to meet the need of women. There are many women who know how to do a gender analysis and would do it for free. However, relying on the unpaid services of women defeats CEDAW's purpose of holding a government accountable.

The reason CEDAW is able to still thrive in San Francisco is because the city government committed resources to the process. A financial commitment sends a message to City Leadership that the City is serious and a CEDAW ordinance is not just another sheet of paper. Most importantly, if a city doesn't want to fully fund a gender analysis, we need to question their commitment to gender equality in the long-term as well as the availability of funding any implementation based on the gender analysis' recommendation.

In the end, a city's commitment to funding a gender analysis is an indicator of their political will and commitment to gender equality and the human rights of women.<sup>119</sup>

### *Contact information*

Ann Lehman is a consultant for governance and gender issues. She has overseen many gender analyses in San Francisco and is available for consultation.

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510.755.5701 (Mobile)

### **Cincinnati**

CEDAW cities have found many different ways to afford the implementation of a CEDAW policy, specifically the completion of a gender analysis. Typically, CEDAW cities collaborate with universities, nongovernmental organizations, and governmental bodies in order to fund and execute a gender analysis. For example, Cincinnati has passed its original CEDAW ordinance in 2015, which committed the city to completing a citywide gender analysis. The City Council has passed two subsequent ordinances: the first ensured the city would contribute \$8,000 to the gender analysis while the second established the Mayor's Gender Equity Task Force. The task force is responsible for the execution of the gender analysis. The task force collaborated with the University of Cincinnati to gather data and create the report. In order to fund the data collection, the Gender Equity Task Force used the funding given to them by the city along with contributions from the University of Cincinnati, the League of Women Voters, Women's City Club, the Zonta Club, and the Tri-State Freethinkers. This collaborative approach to funding the analysis allowed the City and civil society leaders to reach their goal of \$20,500 needed to complete the gender analysis.

*For a copy of Cincinnati's ordinances and information on how they approached the gender analysis, see Appendix D.*

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## Legal Analysis

This section includes a legal analysis to determine the best language for a potential CEDAW ordinance in Denver. Table 7 (page 21) lists every city that has a CEDAW ordinance and compares the language of the CEDAW ordinances. This allows us to easily view what other CEDAW ordinance cities have committed to or established. Appendix E on page 69 includes a full list of the exact legal language included in each ordinance.

When cities pass CEDAW ordinances, they commit to upholding the underlying principles of the convention. This typically includes a commitment to eliminate the discrimination of women and girls and achieving gender equality for city employees and residents alike. Some cities single out specific issue areas to focus on such as healthcare, economic development, safety, and education.

Typically, a CEDAW ordinance has three broad sections: (1) identification of target populations; (2) establishment of goals; and (3) process of execution.

**Identification of target populations:** The first step in creating a CEDAW ordinance is identifying which populations are going to be targeted by the ordinance. Because CEDAW is a treaty focusing on the elimination of gender discrimination, all ordinances focus on eliminating discrimination against women and girls. However, some ordinances are intersectional in nature and include eliminating discrimination against women of different races, socioeconomic statuses, and sexual orientation/ identities.

**Goals:** The goals of an ordinance differ from city to city, but each ordinance targets at least three areas in which they would like to address gender discrimination. The vast majority of ordinances have the goal of eliminating discrimination in healthcare, economic development, and public safety (specific to sexual violence against women). Other ordinances also focus on education equality and educational programs for girls and boys.

**Execution:** Cities can achieve their goals in several different ways including, but not limited to, funding projects, passing subsequent legislation, or supporting research on the status of women. When it comes to the execution of an ordinance, cities typically include three elements: First, the establishment of an oversight body responsible for implementing CEDAW and reporting on the status of women (such as the Miami-Dade Commission for Women). Second, cities also commit to conducting a city-wide gender analysis, so that they have a baseline idea of where women stand prior to implementation. Third, much less common than the first two elements, is funding. Some cities commit to funding research on gender discrimination, public works projects that make the community safer for women, and educational programs for boy and girls. For example, San Francisco and Berkley's commitment to supporting educational programs that change traditional ways of thinking about women and girls.

Table 7: Legal Analysis Comparison

City	Establishing Overview Body	Conduct Gender Analysis	Funding	Policy commitment	Policy areas
<b>San Francisco</b> <sup>120</sup>	CEDAW task force	City wide	Projects to protect prostitutes; social services to eliminate discrimination; educational programs to challenge cultural gender stereotypes	Ending discrimination of women and girls	Health care, safety, economic development
<b>Berkeley</b> <sup>121</sup>	None Established	City Wide	Education programs to change traditional ways of thinking about the role of women and girls	Ending the discrimination of women and girls	employment, healthcare (specific to birth and motherhood), safety, and economic development
<b>Honolulu</b> <sup>122</sup>	CEDAW Task Force	City Wide	Projects to protect prostitutes who have experienced sexual violence Supporting social services to eliminate discrimination Education programs to change traditional ways of thinking about the role of women and girls	Ending the discrimination of women and girls	healthcare, safety, and economic development
<b>Los Angeles</b> <sup>123</sup>	Commission on the Status of Women	Within City Departments	Projects to protect prostitutes who have experienced sexual violence Supporting social services to eliminate discrimination Education programs to change traditional ways of thinking about the role of women and girls	Finding ways to end the discrimination of women and girls  Improve its commitment to ending discrimination	healthcare, safety, and education
<b>Miami-Dade County</b> <sup>124</sup>	Miami-Dade Commission for Women	Within City Departments	No funding commitments	Ending the discrimination of women and girls  Gather data on the status of women and make policy recommendations annually	healthcare, safety, and education
<b>Pittsburgh</b> <sup>125</sup>	Pittsburgh Gender Equity Commission	Intersectional Gender Analysis	No funding commitments	Finding ways to end the discrimination of women and girls	healthcare, safety, education, and economic development
<b>Cincinnati</b> <sup>126</sup>	None established	No Gender Analysis	No funding commitments	No policy commitments	

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## Recommendations

After talking with a myriad of CEDAW cities across the United States, we have found that the cities that are most successful at implementing the principles of CEDAW are those with CEDAW ordinances. San Francisco is the most prominent example. Its department on the status of women has conducted gender analysis of twelve city departments including adult and juvenile probation, the fire department, and on its own status of women department. These reports include a detailed analysis of the services provided by each department and make sure their mission is aligned with the principles of CEDAW. The reports also include recommendations on how to best combat discrimination in each department and a training session to ensure equality outcomes and practices.

A CEDAW policy must be a living policy that continuously works to eliminate discrimination against all women. The vast majority of CEDAW ordinances, such as Miami-Dade County or San Francisco, are continuously being applied through regular gender analysis of city departments and recommendations and the passage of legislation to eliminate discrimination. For example, San Francisco alone has completed over 30 individual gender analyses of different city departments since 1995. These analyses have been followed up by periodic gender analysis conducted every few years since 1999. They also complete an analysis of every board and commission within the city every two years since 2007.

Based on the preceding legal analysis and comprehensive case studies conducted for this report, we recommend that Denver **pass a CEDAW ordinance** that includes:

- completing a periodic **gender analysis**;
- a commitment to **funding any implementation efforts**; and
- and the establishment of an **oversight body** responsible for implementation.

We strongly recommend an **ordinance** over a resolution due to its legally binding character. A resolution always depends on the political will of the elected official and thus cannot establish permanent gender equality mechanism for the city's residents.

While other cities in Colorado (Boulder, Lafayette, and Louisville) have passed CEDAW resolutions Denver should become a role model for other cities

in the state as well as the Rocky Mountain Region and adopt a CEDAW ordinance.

Denver is more than ready for a CEDAW ordinance and many of its elements required for implementation are already in place. For one, as was the case in Miami-Dade County and New Orleans, the Denver Office for Women and Families already has two completed gender analysis reports: **Windows into Denver Women and Girls (2014)** and **the Denver Gender Equity Summit Summary Report (2017)**. Both reports can provide the foundation of the ordinance by identifying policy priorities and potential specific steps in addressing already established areas of discrimination.

Likewise, an oversight body for the CEDAW ordinance already exists in Denver: the Denver Women's Commission. The Commission has a long track record of pursuing gender equality for our residents. We believe that the Commission, together with the Office on Women and Families, is ideally situated in coordinating periodic gender analysis reports (as it already has done with the Windows into Denver's Women and Girls report), as well as issuing recommendation and monitoring progress towards these recommendations, as both offices have done with the recent Gender Equity Summit report.

A CEDAW ordinance would allow Denver to build upon the momentum created by the Gender Equity Summit in May 2017 by including priority areas identified at the summit in the ordinance language. The only necessary step that is still missing in the Denver context is the funding of implementation efforts including periodic gender analysis reports. These reports need to be done on a periodic basis because Denver, like any city, is constantly changing. By committing to regular gender analysis on the status of women and girls in Denver, the city can make sure that no women and girls are left behind in Denver's growth. Of course, this research must be intersectional in nature to ensure that gender equality is approached in a holistic and comprehensive manner. This is only feasible if the ordinance includes a financial commitment for implementation in order to fund research and programs and most importantly to guarantee that the implementation process is sustainable and feasible over the long run.

*For a copy of the text of each CO resolution see Appendix F*

# Recommendations for a Denver CEDAW Ordinance

## 1. Gender analysis of city departments and operations

- Conduct a gender analysis every 5 years
- Conduct analyses of city's employment practices
- Disaggregate any data collection for the city by gender, age, and race/ethnicity, including LGBTQ identification

## 2. Oversight body to monitor ordinance implementation

- Establish the Denver Women's Commission as the oversight body in coordination with the Office on Women and Families

## 3. Funding for gender analysis

- Include a financial commitment by the City of Denver, and partner with universities, community groups, and CEDAW supporters to obtain private funding.



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# Appendix A: San Francisco's Gender-Responsive Budgeting Process



City and County of San Francisco

Department on the Status of Women

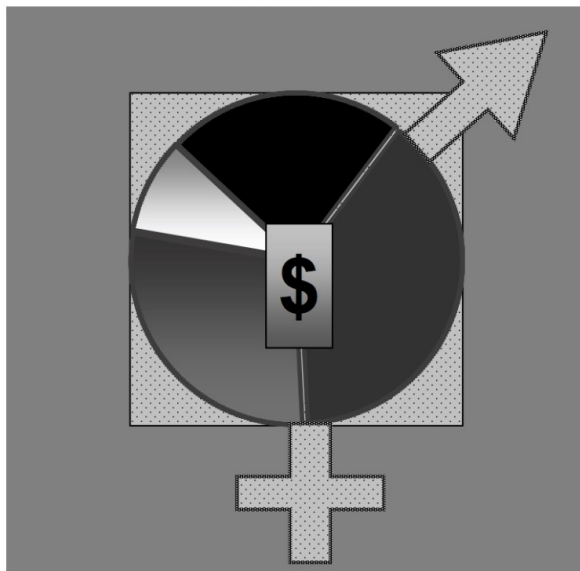
Mayor Gavin Newsom  
Executive Director Emily M. Murase, PhD

## Gender Responsive Budgeting: A Path to Accountability & Data-Based Policy-Making

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A SURVEY OF THE DEMOGRAPHIC DATA COLLECTION PRACTICES OF  
CITY AND COUNTY OF SAN FRANCISCO DEPARTMENTS

FEBRUARY 2010



This report was prepared by the  
San Francisco Department on the Status of Women  
in partnership with the  
Mayor's Office of Public Policy and Finance

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February 2010



Transparency and accountability are key principles of effective government. As Mayor, I have instituted new measures to expand both transparency and accountability in San Francisco city government. In response to the economic and financial crisis, I launched [www.RecoverySF.org](http://www.RecoverySF.org) to inform the public of ways in which city departments have applied for and used American Recovery and Revitalization Act of 2009 federal stimulus funding designed to jumpstart the local economy. I also established [www.DataSF.org](http://www.DataSF.org), a data-tracking website that provides the public with information on City operations in such areas as the environment, housing, and public safety. The information contained on these websites can keep the public informed of the ways in which their City government is working for them, as well as provide the context for better informed policy-making by City leaders.

*Gender Responsive Budgeting: A Path to Accountability & Data-Based Policy-Making* is a pioneering report that further advances transparency and accountability by assessing the extent to which our City departments collect disaggregated data, and examining the impact data collection has on policy and budgetary decision making. Understanding the demographics of those we serve will help us to continue to improve how we meet the needs of the public, as well as ensure an equitable allocation of resources to the programs and services our City government provides.

I am very pleased to partner with the Commission and Department on the Status of Women in releasing this report and thank Commissioners and staff members for their dedicated efforts.

Sincerely,

Mayor Gavin Newsom

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February 2010



It is with great pleasure that I announce the publication of this new report on gender responsive budgeting. Since 1998, when San Francisco became the first municipality in the country to adopt a local ordinance reflecting the principles of the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, also known as the "Women's Human Rights Treaty"), the Department on the Status of Women has been conducting groundbreaking work to advance the rights of women. The analysis of data collection practices by City departments contained in this report is a giant step forward in implementing gender responsive budgeting. We were the first government entity to do this in the country, and I wish to recognize those who have dedicated themselves to this initiative.

Mayor Gavin Newsom has been a champion for gender equality in San Francisco, as demonstrated by his appointment of talented women to key leadership positions, including Police Chief Heather Fong, the first Asian American woman to head a major urban police force, and his appointment of Fire Chief Joanne Hayes-White making San Francisco home to the world's largest urban fire department with a female chief.

This report reflects the vision of Policy Director Ann Lehman who took international concepts in gender responsive budgeting and adapted them to San Francisco, recruiting the assistance of budgeting expert Dr. Marilyn Rubin, a Professor at John Jay College of the City University of New York. Administrative Analyst Laura Marshall provided expertise in data analysis, assisted by graduate intern Cecilia Terrazas, and designed the overall document. CEDAW Policy Analyst Anu Menon helped clarify gender responsive budgeting concepts contained in the report. I want to recognize Dr. Emily Murase, Executive Director of the Department on the Status of Women, who provided leadership throughout this project. Lastly, I want to express my sincere appreciation to all of the executive and budget staff at the numerous city departments who supplied information and analysis, thereby contributing to this effort to ensure that the city budget is truly responsive to the public's needs.

It is said that government budgets are assessed in terms of their capacity to achieve value for money by applying the "3 E's" of performance criteria: "economy, efficiency, and effectiveness." Today we add a fourth, "equity."

Sincerely,

Commissioner Andrea Shorter  
President of the Commission on the Status of Women

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## I. Introduction and Background

This report provides concrete evidence that San Francisco has taken another significant step toward implementing what is known worldwide as *gender responsive budgeting*. Pioneered in Australia in 1984 with a federal government assessment of the budget impact on women, gender responsive budgeting work by both governments and non-governmental organizations (NGOs) accelerated in the wake of the United Nations Fourth World Conference on Women in Beijing in 1995. Major gender responsive budgeting initiatives were implemented in South Africa and the Philippines in 1995. Similar initiatives were also introduced in Uganda, Tanzania, Switzerland, the United Kingdom, and Fulton County, Georgia.<sup>1</sup>

Today, there are over 40 gender responsive budgeting initiatives worldwide at varying stages of development, including those in Canada, France, South Africa, and Sweden. Gender responsive budgeting ties directly to the United Nations Millennium Development Goal to promote gender equality and empower women.<sup>2</sup> And, gender responsive budgeting has emerged as a response to the growing acknowledgement that gender inequality is inefficient and costly and that government policies can redress some of this inequity through a variety of policy initiatives including the gender informed allocation of public resources.

### What is Gender Responsive Budgeting?

A budget is the most comprehensive statement of a government's priorities and plans. It tracks where money comes from and where it goes and provides information on who pays for, and who benefits from, government spending. Gender responsive budgeting examines funding allocations and their impact on men and women. Gender responsive budgeting does *not create* separate budgets for women or men, nor does it mean that budget allocations are divided equally between the two. Instead, it determines where the needs of men and women are the same, and where they differ. Where the needs are different, budget allocations should reflect these differences. Government programs can be held accountable not only by administrative and political leaders, but by those not being served equitably. In this way, gender responsive budgeting expands transparency and accountability, and facilitates performance-based budgeting (budgeting based on measurable outcomes). Generally, gender responsive budgeting initiatives reflect a transition to more open, participatory, and responsive systems of governance.

### Gender Responsive Budgeting in San Francisco

Under the leadership of Mayor Gavin Newsom, San Francisco has already made significant advances to ensure transparency and accountability in its operations. For example, new websites to make government information more accessible to the public have been launched, including [www.RecoverySF.org](http://www.RecoverySF.org) for federal stimulus funding opportunities, and [www.DataSF.org](http://www.DataSF.org) that provides, among other data, crime statistics and restaurant health inspection reports.

<sup>1</sup> See [www.gender-budgets.org](http://www.gender-budgets.org) for examples of gender responsive budget initiatives from around the world. The only other U.S. initiative is in Fulton County, GA. See <http://www.fultoncountyga.gov/departments/147-gender-equality-project>.

<sup>2</sup> The Millennium Development Goals are part of the Millennium Declaration adopted by 189 nations and signed by 147 heads of state and governments, including the United States, during the UN Millennium Summit in September 2000.

In August 2008, with the support of Mayor Newsom, the San Francisco Department on the Status of Women trained the Mayor's Office of Public Policy and Finance about gender responsive budgeting. As a follow-up to the training, the Mayor's Office of Public Policy and Finance partnered with the Department on the Status of Women in March 2009 to conduct a survey of City and County departments asking what, if any, demographic data they collect in a first-step effort to understand what data exists and how departments use this data to make policy and budget decisions. Specifically, this inquiry focused on data about the provision of government services, and what trends indicated about the impact of these services on men and women as well as different demographic categories such as race/ethnicity, immigration status, parental status, language ability, sexual orientation, physical disability, and age. The study highlights how departments use this data for planning and budgeting purposes.

**Why is this information necessary for government budgeting?**

For a number of years, San Francisco, like many other City governments worldwide, has been moving toward a performance-based budgeting system which uses performance information to inform decision-making and resource allocation. Performance-based budgeting shifts assessments of the success of government programs and policies away from the raising and spending of money (budgetary inputs), and instead focuses on achieving results by measuring both *outputs*, or the products and services delivered by agencies, as well as *outcomes*, or the impacts of government policies. These measures are then incorporated into budgetary decision-making. Since the availability of demographic data facilitates implementing performance-based budgeting, as well as efforts to more fully assess gender impacts of budget decisions, this study looks at what data is available. A lack of appropriate demographic data constitutes a major constraint to assessing the impact of government spending.

Under Mayor Newsom's administration, new technology has been implemented to link department budgets with performance measures. Through San Francisco's web-based Budget and Performance Measurement System, for example, departments are able to track performance indicators that meet stated policy goals and to develop multi-year budgets.<sup>3</sup>

**Advancing Women's Human Rights**

In 1998, San Francisco became the first, and remains the only, U.S. city to adopt a local ordinance reflecting the principles of the United Nation's Convention to Eliminate All Forms of Discrimination Against Women (CEDAW), also known as the Women's Human Rights Treaty.<sup>4</sup> While 186 UN member states, including Afghanistan, Iraq, and North Korea, are party to the convention which then-President Jimmy Carter signed in 1979, CEDAW remains unratified by the United States today.<sup>5</sup> In the landmark San Francisco CEDAW Ordinance, the Commission on the Status of Women, to which the Department on the Status of Women reports, was named as the agency responsible for local implementation.<sup>6</sup> The San Francisco CEDAW Ordinance is explicit in its treatment of budget issues, requiring that the City not discriminate against women

<sup>3</sup> The system was launched in 2007 to track departmental performance measures. Departments used the system for budget preparation for the first time in January 2009 and multi-year budgeting features were launched in January 2010.

<sup>4</sup> Full text of the Convention is available at <http://www.un.org/womenwatch/daw/cedaw/>.

<sup>5</sup> Some argue that CEDAW is duplicative of equal rights guaranteed in other legal instruments (e.g., Bill of Rights, Constitution), others object to provisions that guarantee reproductive freedom for women.

<sup>6</sup> Chapter 12K of the San Francisco Administrative Code.

in the “allocation of funding,” and that agencies integrate the human rights principles set forth in the treaty into local policies, programs, and budgetary decisions.

## II. Survey Description and Responses

In March 2009, the Mayor’s Budget Director sent an inquiry to all City and County departments requesting that they provide information about the types of disaggregated data they collect on a regular or systematic basis, and inquiring how this data is used to develop policy.<sup>7</sup> Disaggregated data refers to information collected on program/service recipients not only by gender but also by other demographic characteristics such as race/ethnicity, immigration status, parental status, language ability, sexual orientation, physical disability, age, and other attributes to the extent this data is available and collection is permitted by law.

Focusing on demographic data collected from clients, customers, and the public, the inquiry stated:

*In order to assess the effectiveness of our programs and the needs of the community, we need to know who is currently being served by City programs and services. We often gather basic demographic information about clients, and are now interested in understanding more about your capacity to provide detail about who you serve. This starts with identifying data sources that allow you to report “disaggregated data” about the people that your department serves.*

Departments responded to the following set of questions:

1. *Please describe your current capacity to collect disaggregated data. What data collection tools are you using for which programs/services? Do you have data on direct clients/customers only, or do you also collect data on the clients/customers of community-based agencies or contractors that your department funds? If possible, please provide an example of demographic data that is currently available on your department's clients/customers.*
2. *To what extent do you utilize this data in making policy and budgetary decisions? Please provide examples.*
3. *If no current disaggregated client data exists, please describe how you could collect this information in the future. What procedures or resources would need to be in place?*
4. *Are you interested in learning more about this topic?*

### Survey Responses

There are 51 City and County of San Francisco departments. Several of these departments have discrete divisions that operate independently under an umbrella agency.<sup>8</sup> Including these divisions, there were 66 possible respondents, of which 62 (94%) provided responses to the

<sup>7</sup> See Appendix A for the memo sent to departments.

<sup>8</sup> For example, the General Services Agency (GSA) houses 16 divisions responsible for a variety of City and County services. Each is part of the GSA department but were counted separately for purposes of this report. These include: County Clerk, the Medical Examiner, the Mayor’s Office on Disability, Grants for the Arts, 311 Customer Service Center, Animal Care and Control, and the Office of Labor Standards Enforcement. For purposes of this report we counted 66 departments and divisions.

inquiry. Many departments do not provide direct services to the public, but instead provide internal services to other City agencies. For example, because the Department of Technology does not provide services to external clients, it does not collect demographic data. Of the 66 total departments and divisions, 55 (83%) serve the public in some capacity, and 52 of these (95%) responded to the survey.<sup>9</sup>

Departments serving the public do so directly or through grant or contract programs. Of the 52 responding departments and divisions providing services to clients or customers, 37 (71%) indicated that they collect some demographic data about those clients or customers. About half (49%) collect at least 3 types of data (e.g., gender, race/ethnicity, and age), with the remaining 51% collecting fewer than 3 types of data. It is important to note that the primary interest for gender responsive budgeting is *demographic* data, not all data. Therefore, many departments may have extensive data collecting mechanisms and policies not reflected in this report.

### III. Survey Findings

A critical component of disaggregated data collection is using the data to make informed resource allocation decisions. For example, the Office of the District Attorney reported that when statistics show an increase in a particular type of case, additional resources are allocated to these cases. Illustratively, when the Victim Services Division of the District Attorney's Office noted an increase in the number of domestic violence cases, it allocated additional resources and staffing to handle the growing caseload. This study has also shown that some departments do collect and analyze disaggregated data and use this analysis to make budget, staffing, and program decisions. In some instances, these decisions may have a direct impact on the needs of men or women. In others, the decisions may impact a particular demographic group regardless of gender. For example, the Public Library system uses disaggregated data as the basis for creating special and ongoing services such as providing more Chinese language material in neighborhoods with high concentrations of Chinese speakers. The Department of Children, Youth, and Their Families used its disaggregated data analysis to guide funding reductions, and the Human Services Agency used disaggregated data analysis to make funding allocation decisions for supportive housing contracts for families. The Arts Commission collects and analyzes disaggregated data from grant recipients to ensure that grants in the Public Arts, Community Arts and Education, and Cultural Equity Grant Programs are allocated in an equitable manner across the diverse communities of the city.

However, while the results showed that there are individual departments that are making decisions based on an analysis of disaggregated data, they also revealed some notable gaps in data collection City-wide. The following sections illustrate how departments collect and utilize demographic data, as well as barriers to achieving a full understanding of the impact and outcomes of services on specific client populations in San Francisco.

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<sup>9</sup> For purposes of this report, we determined that "public-serving" departments are those that serve individuals, as opposed to serving other City departments or the City as a whole. Under this definition, there are 55 public-serving departments, listed in Appendix C. Examples of non-public-serving departments include the Department of Technology, the General Services Agency, Office of Contract Administration, and the Controller, among 7 others.

inquiry. Many departments do not provide direct services to the public, but instead provide internal services to other City agencies. For example, because the Department of Technology does not provide services to external clients, it does not collect demographic data. Of the 66 total departments and divisions, 55 (83%) serve the public in some capacity, and 52 of these (95%) responded to the survey.<sup>9</sup>

Departments serving the public do so directly or through grant or contract programs. Of the 52 responding departments and divisions providing services to clients or customers, 37 (71%) indicated that they collect some demographic data about those clients or customers. About half (49%) collect at least 3 types of data (e.g., gender, race/ethnicity, and age), with the remaining 51% collecting fewer than 3 types of data. It is important to note that the primary interest for gender responsive budgeting is *demographic* data, not all data. Therefore, many departments may have extensive data collecting mechanisms and policies not reflected in this report.

### III. Survey Findings

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### Use of Demographic Data in Decision-Making

Table 1 provides examples of how some San Francisco departments are using data for setting budgets, policies, and programs.<sup>10</sup> Although each utilizes different strategies for data collection, all of the departments demonstrate a firm grasp of the value of demographic data in understanding their client populations.

**Table 1: Selected Departments Use of Demographic Data in Decision-Making**

Department	Demographic Data Collected <sup>11</sup>	Use of Data in Policy or Budget Decision-Making
Adult Probation Department	<ul style="list-style-type: none"><li>• Gender</li><li>• Race/Ethnicity</li><li>• Age</li><li>• Geographic Location</li></ul>	<ul style="list-style-type: none"><li>• To assist the Department in determining the appropriate case assignment and level of necessary supervision</li><li>• To determine staffing plans and structure of divisions and units</li><li>• To determine training needed to prepare probation officers to work with the most current client base</li></ul>
Arts Commission	<ul style="list-style-type: none"><li>• Gender</li><li>• Race/Ethnicity</li><li>• Age</li><li>• Sexual Orientation</li><li>• Geographic Location</li><li>• Disability Status</li></ul>	<ul style="list-style-type: none"><li>• To ensure that grants in the Public Arts Program and the Community Arts and Education Program are awarded to reflect the City's demographics</li><li>• To determine appropriate curricula for education programs based on who is served</li><li>• To ensure the majority of grants awarded through the Cultural Equity Grants Program are offered to underserved communities</li><li>• To guide outreach activities, grant program review panel composition, and creation of new services, such as technical assistance, professional development, and special access initiatives</li></ul>

<sup>10</sup> A more extensive table containing this information has been included as Appendix B.

<sup>11</sup> Departments may collect more disaggregated data than is included in this table, which is a sampling of the most common types of data collected by respondents based upon survey responses.

Department	Demographic Data Collected <sup>11</sup>	Use of Data in Policy or Budget Decision-Making
Juvenile Probation Department	<ul style="list-style-type: none"><li>• Gender</li><li>• Race/Ethnicity</li><li>• Age</li><li>• Geographic Location</li></ul>	<ul style="list-style-type: none"><li>• To determine common characteristics of clients, such as home neighborhoods, so that services may be better tailored to meet their specific needs</li><li>• To determine where San Francisco's violence prevention and response resources are most needed</li><li>• To develop strategies for community-based violence prevention programming</li><li>• To determine funding levels for services such as gender specific programming and neighborhood-based programs</li></ul>

#### Analysis of Gender Data with Other Demographic Characteristics

Although many departments collect data about both gender and race, very few departments indicated that they look at these characteristics together when making budget and other policy decisions. However, just as women's needs differ from those of men, women of color face unique challenges that often require a differentiated response. One of the goals of this inquiry was to determine the degree to which departments are collecting disaggregated data and how this data is being used to develop a holistic understanding of the needs of the population served. Such an understanding requires looking at individuals within the context of a variety of social identities. Two good examples of departments that use a more holistic approach can be found in the AIDS Surveillance Survey Annual Report issued by the Department of Public Health and the monthly caseload reports by the Juvenile Probation Department.<sup>12</sup> Both of these reports include client information disaggregated by gender and race. By analyzing gender by race, as well as by other social characteristics such as age or sexual orientation as required by the Women's Human Rights Ordinance, these departments have developed more specific, and therefore, more effective program designs directed at specific client populations.

#### Departments' Suggestions for Improved Data Collection Efforts

Though most (51%) public-serving departments are not yet collecting extensive demographic information from clients or contractors, many see the value of data and offered suggestions for how such data might be collected and used. For example, the Recreation and Parks Department (RPD) clearly recognizes that City agencies are more effective if they understand who is using their facilities and services: "this type of data can help agencies assess the success of operations, give direction for performance improvements, and provide a benchmark for excellent service."<sup>13</sup>

<sup>12</sup> AIDS Surveillance Survey <http://www.sfdph.org/dph/files/reports/RptsHIVAIDS/AnnlReport2008-20090630.pdf> p. 42, Juvenile Probation Department [http://www.sfgov.org/site/juvprobation\\_index.asp?id=452](http://www.sfgov.org/site/juvprobation_index.asp?id=452).  
<http://www.sfdph.org/dph/files/reports/RptsHIVAIDS/HIVAIDAnnlRpt2005.pdf>

<sup>13</sup> Recreation & Park Department survey response, March 30, 2009.

RPD suggested that user surveys and user counts are the best way to capture demographic data about their users, whether they are residents or visitors to San Francisco. User surveys can provide information regarding need, satisfaction, and trends. User counts, though challenging and costly to conduct, are more rigorous and quantitative than surveys, and can track gender, age, and race/ethnicity, as well as park user activities. Further in its survey response, RPD noted the usefulness of this data in making policy decisions and explained that, for instance, RPD's research has shown that both gender and age have a strong correlation to perceptions of safety in parks. Although RPD does not yet have the capacity to do either user surveys or user counts on a comprehensive basis, it does rely on the *City Survey* conducted annually by the Controller for applicable data to support decision-making.

Many other respondents provided examples of how new systems or surveys might be implemented to allow them to collect disaggregated data about clients or contractors. A summary of these suggestions has been included in Appendix C.

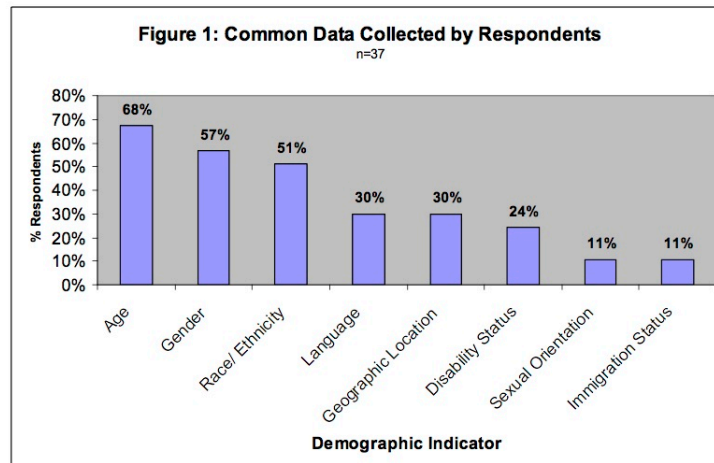
#### **IV. Types of Data Collected**

As noted above, 49% of the data-collecting departments collect detailed demographic data, with the remainder collecting just 1 or 2 indicators in a systematic way.<sup>14</sup> The most common types of demographic data collected are gender, race/ethnicity, and language spoken by clients. Other data collected by departments includes geographic location/place of residence, disability status, immigration status, and sexual orientation. Certain departments collect data unique to their program requirements. For example, housing programs may ask clients for information regarding the number of children in the home, income, or marital status. Figure 1 shows the most common demographic information that departments collect.<sup>15</sup>

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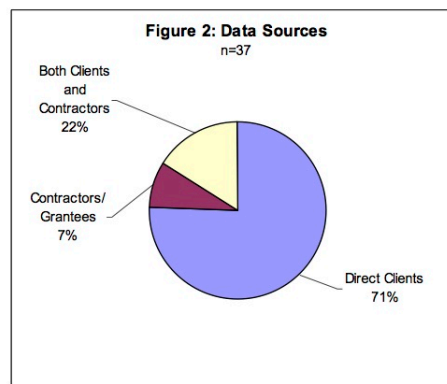
<sup>14</sup> These percentages include only departments that serve the public and collect demographic data from clients or contractors.

<sup>15</sup> The survey did not request detailed information from departments, and many departments may collect data not noted in Figure 1 or others.



#### Sources of Data

The sources of the demographic data collected by departments vary, but data comes primarily from clients or consumers that departments serve directly. Data also comes from contractors or grantees. For example, the Department on the Status of Women requires grantees in the Violence Against Women Prevention and Intervention (VAW) Grants Program to provide extensive demographic data concerning the clients served using City funding. Six departments (22%) collect data from both clients and contractors or grantees. On the other hand, the Department of Public Health not only distributes grants to community agencies who must similarly report demographic information about the clients they serve, the agency also serves clients directly. Figure 2 illustrates the sources of demographic data gathered by responding departments.<sup>16</sup>



<sup>16</sup> Additional information on the demographic data collection practices of departments that serve the public is included as Appendix D.

### Tools for Data Collection

There are a number of tools that departments use to collect demographic and social data. These include basic database applications, such as Microsoft Access or Excel, as well as applications designed specifically for use by a department or in a particular field of service, such as the Lifetime Clinical Record database used by the Department of Public Health to track client records.

Some departments, including the Department of Children, Youth, and Their Families (DCYF) and the Children and Families Commission (First 5 SF), track demographics using online tools designed for large grant-making agencies. The Contract Management System used by DCYF and First 5 SF, for example, requires funded community-based organizations (CBOs) providing direct services to clients to submit monthly or quarterly reports, including demographic and service data for every client participating in the programs, online. These tools also track budget and invoicing information, so that program performance and budgets are integrally linked.<sup>17</sup>

A number of departments use oral or written surveys to track client data. For example, the Office of the Controller conducts a biannual *City Survey*<sup>18</sup> of San Francisco residents to gauge usage of and satisfaction with City and County services including parks, streets, libraries, schools, and other services provided by the government. This survey collects a variety of demographic information, including the number of people in the household, age, gender, sexual orientation, race/ethnicity, education level, employment data, income, and disability status. The Airport performs an annual customer satisfaction survey of airport users which requests the respondent's gender, language spoken, and zip code.<sup>19</sup> The Rent Arbitration Board polls clients, both walk-ins and over the phone, about language preference. For an expanded discussion of the tools used by various City departments to collect demographic data, see Appendix E.

### V. Challenges to Data Collection

In survey responses, many departments provided examples of barriers to demographic data collection that currently make it difficult for them to collect extensive data from clients or contractors.<sup>20</sup> Many departments that connect with the public through public meetings and hearings cited public meeting laws as a barrier. The Ralph M. Brown Act (Cal. Gov't Code Sec. 54950 Et Seq.) states:

*Conditions to Attendance. A member of the public shall not be required, as a condition to attendance at a meeting of a legislative body of a local agency, to*

<sup>17</sup> A PowerPoint designed for grantees illustrating the use of the First 5 SF's Contract Management System is available online at: [http://www.first5sf.org/downloads/CMS\\_Training\\_082007.pdf](http://www.first5sf.org/downloads/CMS_Training_082007.pdf).

<sup>18</sup> The *City Survey 2009* report is available online at [http://www.sfgov.org/site/controller\\_csa\\_index.asp?id=59064](http://www.sfgov.org/site/controller_csa_index.asp?id=59064).

<sup>19</sup> The survey results are not available online, but selected statistics have been used by the Airport to promote concessions, as seen here: <http://www.flysfo.com/web/page/about/T2/concessions/stats.html>.

<sup>20</sup> Though some City departments do not serve City residents directly, an analysis of gender in internal budgeting and policies for all departments would be useful in understanding who provides input into policy and budgetary decisions. This inquiry did not ask about demographic data for employees. However, the gender analysis guidelines used to implement the San Francisco Women's Human Rights Ordinance do call for an examination of demographic data of the employees who make budgetary and policy decisions.

*register his or her name, to provide other information, to complete a questionnaire, or otherwise to fulfill any condition precedent to his or her attendance.*

Citing this Act, a number of departments, including the County Board of Supervisors, do not request any demographic information of members of the public who provide testimony. However, the Brown Act later states that voluntary data collection, such as an attendance list with demographic fields clearly labeled “optional,” are allowable:

*If an attendance list, register, questionnaire, or other similar document is posted at or near the entrance to the room where the meeting is to be held, or is circulated to the persons present during the meeting, it shall state clearly that the signing, registering, or completion of the document is voluntary, and that all persons may attend the meeting regardless of whether a person signs, registers, or completes the document [emphasis added].<sup>21</sup>*

Other challenges identified by respondents fall in to 3 primary categories: 1) time or staffing constraints, 2) process constraints, and 3) data source constraints, and are summarized below.

#### **Time or Staffing Constraints**

- The staff time needed for inputting, tracking, and reporting data is burdensome to departments and to contractors.
- The cost of new data tracking technology is prohibitive, or costly changes would be needed in existing tracking technology.
- The cost and time needed for new technology training are burdensome.

#### **Process Constraints**

- Multi-year contracts cannot be easily altered to include new data tracking responsibilities.
- Data tracking is completed by external (e.g., statewide) agencies, and data fields cannot be altered or expanded by the department.

#### **Data Source Constraints**

- Certain privacy laws prohibit the dissemination of personal data.
- Customers prefer to remain anonymous.
- Optional questions lead to incomplete, and thus unreliable, data.
- Direct contact with clients or constituents is nominal, not providing enough of a data pool for reliable evaluation.

The process for fully instituting the data collection needed for gender responsive budgeting and performance-based budgeting must address these concerns.

## **VI. Case Study**

To highlight data collection strategies and the use of that data to inform policy and budget decisions, a case study of the Children and Families Commission (First 5 SF) follows. A

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<sup>21</sup> Cal. Government Code Sec. 54953.3.

description of the data collection practices of the Department Public Health has been included as Appendix F.

### **Children and Families Commission**

The mission of First 5 SF is to ensure the opportunity for optimal health and development for every child living in this county. First 5 SF is part of the state-wide First 5 California movement to assist public agencies, non-profit organizations, and families engaged in early education, pediatric healthcare, family support, and systems change.

All First 5 SF grantees providing direct services to children, parents or caregivers, and childcare or other service providers are required to collect, at a minimum, the following demographic data: the type of client (e.g., child, other family members, parent or caregivers, or provider), child's age, ethnicity, zip code, primary language, and English fluency. Approximately 25% of grantees provide this data in aggregate form using Microsoft Excel spreadsheets. The remaining 75% of grantees utilize either the web-based Contract Monitoring System (CMS) or COCOA (a program used by Preschool for All sites) to track a wide variety of individual client level demographic and attendance data.

First 5 SF takes data collection a step further by tracking outcome data on at least 3 levels:

1. *Grantee level.* Grantees are increasingly building their capacity to track participant skill, knowledge, and awareness changes that are relevant and meaningful to their own planning and ongoing program improvement. Though First 5 SF does not collect, analyze, and aggregate this information, staff members provide technical support to grantees and ask them to share highlights about findings and "lessons learned."
2. *Strategic level.* First 5 SF has an evaluation framework that guides data collection on a set of key program indicators that correspond directly to the short-term, intermediate, and long-term outcomes identified in its 2007-2012 Strategic Plan.
3. *Community level.* First 5 SF tracks several community-level indicators that allow staff members to assess how San Francisco children and families are faring according to 4 strategic result areas: Child Health, Child Development and School Readiness, Family Functioning, and Systems of Care.

Demographic, participation, outcome, and funding agency data are all compiled within reports produced on a regular basis: the State Annual Report, the Local Evaluation Report, the Community Indicator 1st Steps Report, and the Kindergarten Readiness Assessment.<sup>22</sup>

Much of the data collection and evaluation work being carried out by First 5 SF are new endeavors, having been instituted with the hiring of an Evaluation Officer in 2007 and implementation of a new Strategic Plan in FY07-08. As the reporting practices and systems continue to develop and begin to produce consistent, reliable data, First 5 SF will increasingly be able to link this data to budget and policy decision-making.

These data collection practices allow First 5 SF to be transparent and accountable in its use of public funds, as reported through evaluation reports posted on the First 5 SF website.<sup>23</sup> Data analysis enables First 5 SF:

<sup>22</sup> The Local Evaluation Report is available at [http://www.first5sf.org/downloads/08\\_local\\_eval.pdf](http://www.first5sf.org/downloads/08_local_eval.pdf), and the Kindergarten Readiness is available at, [http://www.first5sf.org/programs\\_evaluation.htm](http://www.first5sf.org/programs_evaluation.htm).

*to obtain an accurate, comprehensive, and up-to-date picture of child and family well-being. Such a picture will be essential to making informed and responsible decisions regarding funding priorities, budgeting, and sustainability planning as we face diminishing revenue and a changing fiscal climate in the coming years.*<sup>24</sup>

The Local Evaluation Report is reviewed by staff and Commissioners every year. Program results and data findings set the stage and clarify priorities for budget discussions. This report provides extensive information about First 5 SF's progress in implementing its strategic plan, including demographic data of clients served by grantees, allowing First 5 SF staff to determine if the target populations delineated in the strategic plan are receiving appropriate services.

## **VII. Conclusions and Recommendations**

Accountability and transparency have become the watchwords of this decade. Gender responsive budgeting and performance-based budgeting promote accountability and transparency by clearly demonstrating who programs serve and if those services are effective, efficient, and equitable. This enables policy makers to keep the specific and unique needs of San Francisco's diverse population at the forefront of budget and policy decision-making.

The use of disaggregated data to inform policy and budgetary decisions aligns with and facilitates City-wide and national trends for governments to be more accountable and transparent. Many San Francisco departments are collecting and using disaggregated data to the benefit of their programs and constituencies. However, even those departments that are collecting data rarely analyze the data by gender together with other demographic characteristics, a process that would further promote gender equality and cultural competency.

The current path to accountability and performance-based budgeting would benefit from a City-wide effort to strategically and systematically collect disaggregated demographic data. Departments require structural support, training, and guidelines to improve their data collection efforts and to fully implement performance-based and gender responsive budgeting. A hallmark of performance-based budgeting is "What gets measured gets done."<sup>25</sup> By including gender equality as a goal and requiring accountability and transparency, departments will better understand the importance of instituting data-tracking mechanisms within their operations.

While data collection challenges exist, with some creative thinking and action many can be overcome. The following steps will move San Francisco further along in its efforts toward transparency, accountability, and equality:

1. **Information Roundtables and Workgroup:** Many departments expressed an interest in learning more about disaggregated data collection. One or more roundtables with interested departments to review the findings of this survey and best practices in data collection and use should take place within the year. From the informational roundtables,

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<sup>23</sup> Available at [http://www.first5sf.org/programs\\_evaluation.htm](http://www.first5sf.org/programs_evaluation.htm).

<sup>24</sup> Personal communication: Theresa Zighera, Evaluation Officer, First 5 SF, March 31, 2009.

<sup>25</sup> Osborne, D. and Gaebler, T. (1993). *Reinventing Government*. USA: Penguin.

a workgroup including department staff members, the Mayor's Office, and the Controller's City Service Auditor, should be formed to develop a set of policies and a training module for more uniform and consistent data collection City-wide.

2. **Data Collection Plan:** The workgroup should create a plan for using disaggregated data to enhance performance-based and gender responsive budgeting, and provide benchmarks for measuring progress based on gender, race, and other characteristics. In addition to collecting disaggregated data, departments should make every effort to analyze and use this data to promote gender equality and to ensure that services are being provided to those most in need based on an analysis of client characteristics.
3. **Technology Assessment:** The workgroup should assess the software and staff needed to implement its plan for using disaggregated demographic data, as well as other tools for data collection that can be easily implemented and understood by departments with varying needs, constituencies, and resources. The Department of Technology would be a valuable partner in this work.
4. **Voluntary Data Collection:** The workgroup should review issues surrounding voluntary data collection so that all departments understand who they serve, who is providing input for decisions made, and the extent to which personal data can be collected voluntarily. Consultation or training could alleviate concerns departments might have about asking for personal information from clients and the public.
5. **Additional Research:** The workgroup should explore other models of disaggregated data collection and the use of such data in developing policies and budgets. Gender responsive budgeting and performance-based budgeting are emerging fields, and much has been done internationally that can inform San Francisco's efforts. The more examples we have as to how data has been successfully used within other agencies and organizations, the more San Francisco departments will see the value and power of collecting and using disaggregated data.

San Francisco, a unique collection of widely diverse communities composed of individuals with vastly different needs, prides itself on creating groundbreaking systems to promote equity for all of its citizens. By taking the next steps to implement gender responsive budgeting as outlined above, we will continue to be at the forefront of government accountability and transparency. San Francisco will be able to add "equity" to the existing 3 "E's" of budget performance criteria "economy, efficiency, and effectiveness."

**Appendix A:**  
**Memorandum to Department's Chief Financial Officers**

TO: Department Chief Financial Officers  
FROM: Nani Coloretti, Mayor's Budget Director  
DATE: March 16, 2009  
RE: Demographic Data Collection

In order to assess the effectiveness of our programs and the needs of the community, we need to know who is currently being served by City programs and services. We often gather basic demographic information about clients, and are now interested in understanding more about your capacity to provide detail about who you serve. This starts with identifying data sources that allow you to report on "*disaggregated data*," about the people that your department serves. Disaggregated data break down program or service clients/customers (recipients) by gender, race/ethnicity, and other characteristics (such as disability, age, immigration status, parental status, and sexual orientation status) to the extent these data are available.

The City may collect any demographic information on a voluntary basis. When clients choose to provide this information, the resulting data may inform policy decisions that better account for the needs of diverse populations. The collection of disaggregated data is consistent with the mandate established in the San Francisco CEDAW Ordinance (Convention on the Elimination of All Forms of Discrimination Against Women, Chapter 12K of the San Francisco Administrative Code) which requires City departments to analyze their services and budgets using disaggregated data.

Please respond to the following questions no later than 5 pm on **Monday, March 30, 2009**. Responses should be submitted electronically to Kate Howard in the Mayor's Budget Office (kate.howard@sfgov.org) and cc'd to Ann Lehman in the Department on the Status of Women (ann.lehman@sfgov.org).

1. Please describe your current capacity to collect disaggregated data. What data collection tools are you currently using for which programs/services? Do you have data on direct clients/customers only, or do you also collect data on the clients/customers of community-based agencies or contractors that your department funds? If possible, please provide an example of demographic data that is currently available on your department's clients/customers.
2. Who in your department is responsible for collecting this data? Who analyzes it? Please provide contact information for these individuals (i.e., title, e-mail, and phone).
3. To what extent do you utilize this data in making policy and budgetary decisions? Please provide examples.
4. If no current disaggregated client data exists, please describe how you could collect this information in the future. What procedures or resources would need to be in place?
5. Are you interested in learning more about this topic?

Thank you for completing these questions. We realize that you have many demands on your time during this particularly challenging budget year, but these efforts support performance-based budgeting that is focused on outcomes. Understanding who we serve is a key step in this process. For questions or technical assistance, please contact Kate Howard at 554-6515 or Ann Lehman at 252-2576.

**Appendix B:**  
**Selected Examples of Departments' Use of Demographic Data in Decision-Making**

<b>Department</b>	<b>Disaggregated Data Collected<sup>26</sup></b>	<b>Use of Data in Policy or Budget Decision-Making</b>
Adult Probation Department	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Geographic Location</li> </ul>	<ul style="list-style-type: none"> <li>• To assist the Department in determining the appropriate case assignment and level of necessary supervision</li> <li>• To determine staffing plans and structure of divisions and units</li> <li>• To determine training needed to prepare probation officers to work with the most current client base</li> </ul>
Airport	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Language Spoken</li> <li>• Geographic Location</li> </ul>	<ul style="list-style-type: none"> <li>• To determine what types of services travelers require</li> </ul>
Arts Commission	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Sexual Orientation</li> <li>• Geographic Location</li> <li>• Disability Status</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure that grants in the Public Arts Program are awarded to represent the City's diversity</li> <li>• To ensure that grant-making in the Community Arts and Education Program is equitable</li> <li>• To determine appropriate curricula for education programs based on who is served</li> <li>• To ensure the majority of grants awarded through the Cultural Equity Grants Program are offered to underserved communities</li> <li>• To guide outreach activities, grant program review panel composition, and creation of new services, such as technical assistance, professional development, and special access initiatives</li> </ul>

<sup>26</sup> Departments may collect more disaggregated demographic data than is included in this chart. What is included is a sampling based upon responses to the survey.

Department	Disaggregated Data Collected <sup>26</sup>	Use of Data in Policy or Budget Decision-Making
Children and Families Commission	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Language Spoken</li> <li>• Geographic Location</li> </ul>	<ul style="list-style-type: none"> <li>• To obtain an accurate, comprehensive, and up-to-date picture of child and family well-being, needed in order to make informed and responsible decisions regarding funding priorities, budgeting, and sustainability planning in the face of diminishing revenue and a changing fiscal climate</li> <li>• To clarify priorities for budget discussions in January and February of each year, using the Local Evaluation Report</li> <li>• To gauge grantee program performance and outcomes through review of service reports in order to tailor technical assistance and support, as well as future contract monitoring expectations</li> </ul>
Department of Children, Youth, and Their Families	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Language Spoken</li> <li>• Geographic Location</li> <li>• Disability Status</li> </ul>	<ul style="list-style-type: none"> <li>• To inform department-level policy, such as to develop standards for case management services provided by grantees of DCYF, Juvenile Probation Department, and the Mayor's Office of Community Investment</li> <li>• To guide funding reductions, and to develop funding strategies for upcoming 3-year funding cycles</li> <li>• To support system-wide planning efforts, such as testing various models of parent fees as a revenue source for after school programs</li> </ul>
District Attorney – Victim Services Division	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Sexual Orientation</li> <li>• Immigration Status</li> </ul>	<ul style="list-style-type: none"> <li>• To determine resource allocation and discern trends. For example, if the Division sees an increase in the number of domestic violence cases, it will allocate additional resources to these cases.</li> </ul>
Elections	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Language Spoken</li> </ul>	<ul style="list-style-type: none"> <li>• To inform multilingual outreach presentations for each election cycle</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> </ul>	<ul style="list-style-type: none"> <li>• To determine outreach budgets and targets to boost participation in programs, such as recycling</li> </ul>

Department	Disaggregated Data Collected <sup>26</sup>	Use of Data in Policy or Budget Decision-Making
GSA - Treasure Island Development Authority	<ul style="list-style-type: none"> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Disability Status</li> </ul>	<ul style="list-style-type: none"> <li>• To prioritize programs in budget decisions based upon client needs, such as funding the Child Development Center's short-term budget deficit based upon data indicating client need for its services</li> </ul>
Human Rights Commission	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Geographic Location</li> </ul>	<ul style="list-style-type: none"> <li>• To develop community outreach plans to reach underserved populations</li> <li>• To assess which communities were not reached due to resource constraints, lack of outreach, or lack of access to services</li> <li>• To make resource allocation decisions with contract departments</li> </ul>
Human Services Agency	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Language Spoken</li> <li>• Immigration Status</li> <li>• Geographic Location</li> <li>• Disability Status</li> </ul>	<ul style="list-style-type: none"> <li>• To analyze caseload trends and census trends to support strategic planning efforts</li> <li>• To make funding allocation decisions for supportive housing contracts for families, minimizing the impact of budget reductions</li> <li>• To analyze caseload trends to target required layoffs</li> </ul>
Juvenile Probation Department	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Geographic Location</li> </ul>	<ul style="list-style-type: none"> <li>• To determine common characteristics of clients, such as home neighborhoods, so that services may be better tailored to meet their specific needs.</li> <li>• To determine where San Francisco's violence prevention and response resources are most needed.</li> <li>• To develop strategies for community-based violence prevention programming.</li> <li>• To determine funding levels for services such as gender specific programming and neighborhood-based programs.</li> </ul>
Police Department – Office of Citizen Complaints	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Language Spoken</li> <li>• Disability Status</li> </ul>	<ul style="list-style-type: none"> <li>• To analyze longitudinal trends in complaints made against the Police Department in order to further focus outreach efforts or reinforce policy recommendations made to the Police Department</li> </ul>

Department	Disaggregated Data Collected <sup>26</sup>	Use of Data in Policy or Budget Decision-Making
Department of Public Health	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Immigration Status</li> <li>• Sexual Orientation</li> <li>• Disability Status</li> </ul>	<ul style="list-style-type: none"> <li>• To develop recommendations to respond to health disparities</li> <li>• To create new priorities for the Requests for Proposals, as well as new initiatives, such as updating the Request for Proposals priorities of the HIV/AIDS Unit as the epidemic changes over time</li> <li>• To ensure the cultural competency of the department, such as identifying providers who can provide culturally competent and appropriate service for the population utilizing particular clinics or health centers</li> <li>• To make policy and budget decisions</li> </ul>
Public Library	<ul style="list-style-type: none"> <li>• Age</li> <li>• Language Spoken</li> </ul>	<ul style="list-style-type: none"> <li>• To determine types of services to be offered at each branch location, hours of operation, and types of materials to allocate to each branch</li> <li>• To create special and ongoing programs and modify collection selection practices, such as offering more Chinese language material at the Sunset branch</li> </ul>
Rent Arbitration Board	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Language Spoken</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure that materials are offered in linguistically and culturally appropriate formats</li> <li>• To inform personnel decisions, in an attempt to create a linguistically and culturally competent workforce</li> <li>• To inform the redesign of a variety of public information systems, such as the interactive Voice Response System and the automated Fax Back system</li> </ul>
Department on the Status of Women	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Race/Ethnicity</li> <li>• Age</li> <li>• Language Spoken</li> <li>• Sexual Orientation</li> <li>• Disability Status</li> </ul>	<ul style="list-style-type: none"> <li>• To create new priorities for the Requests for Proposals, as well as new initiatives designed to meet population needs</li> </ul>

**Appendix C:**  
**Proposed Data Collection Strategies**

The departments listed below may not collect extensive disaggregated data of clients or contractors. However, they provided the following proposals of the types of data they may attempt to collect, as well as strategies for collecting data within their departments.

<b>Department</b>	<b>Data Collection and Usage Ideas</b>
Assessor/Recorder	Most real estate recordings are filed by title companies rather than the individuals involved in the real estate transaction. In order to gather disaggregated data, the Assessor/Recorder would need to work with these title companies to collect information from individuals.
Board of Appeals	The Board of Appeals is seeking funds to develop and implement a database to track and report on the appeals it handles. The collection of a variety of demographic information could be included in such a system, though that has not been identified as a priority. Understanding more about the individuals served or not served by the Board could help the department develop targeted resources and outreach materials.
General Services Agency – Department of Public Works	Demographic data could be collected from inquiries and service calls made to the 311 Customer Service Center. As the Department of Public Works also provides internal services to other departments, such as the Public Library and San Francisco General Hospital, it may be possible to gather demographic data through those departments.
Human Rights Commission	Additional information could be used to expand existing programs and guide the development of new programs. Collecting additional data in the future would require updated collection methods that might include websites, surveys, searchable case management systems and collaboration with other city departments to share collected data.
Office of Citizen Complaints	Demographic data could be used to further focus outreach efforts or to reinforce policy recommendations made to the Police Department.
Public Library	It may be possible, within existing systems, to add voluntary demographic question to the Library Card Application. Additionally, data may be collected retroactively through a voluntary survey administered during the Library Card renewal process or during annual address confirmations.

Department	Data Collection and Usage Ideas
Recreation and Parks Department	Recreation and Parks Department would like to find a way to implement user surveys. This would be a mechanism to ascertain user needs, satisfaction, and trends for Recreation and Parks facilities and programs. Such information could be compared to demographic information from the Census to determine if all ethnic and ages groups are being served. User counts could also be expanded to include gender, age, and ethnicity data. Gender and age are particularly significant because they have a strong correlation with perceptions of safety. Recreation and Parks Department would also use disaggregated data to assess the success of operations, to determine what performance improvements may be necessary, and to provide a benchmark for excellent service.
War Memorial and Performing Arts Center	War Memorial could develop a procedure to collect disaggregated data from clients on a voluntary basis. This could include information from War Memorial licensees and tenants (i.e. data on the organization's staff, board of directors, and volunteers), as well as customer information (i.e. patrons of and/or individuals served by War Memorial licensees and tenants).

**Appendix D:**  
**Degree and Source of Demographic Data Collection by Public-Serving<sup>27</sup> Departments<sup>28</sup>**

	Department	Division	Degree of Disaggregated Demographic Data Collected <sup>29</sup>	Source of Data: Clients, Contractors, or Both
1	Academy of Sciences		Limited	Direct Clients
2	Adult Probation		Extensive	Direct Clients
3	Airport		Limited	Direct Clients
4	Arts Commission		Extensive	Both
5	Asian Arts Museum		Limited	Direct Clients
6	Assessor-Recorder		None	N/A
7	Board of Appeals		None	N/A
8	Board of Supervisors		None	N/A
9	Building Inspection		None	N/A
10	Child Support Services		None	N/A
11	Children and Families Commission		Extensive	Both
12	Children, Youth and Their Families		Extensive	Contractors/Grantees
17	District Attorney		Extensive	Direct Clients
18	Economic and Workforce Development		Extensive	Direct Clients
19	Elections		Limited	Direct Clients
20	Emergency Management		Limited	Direct Clients
21	Environment		Limited	Direct Clients
23	Fine Arts Museums		-	-
24	Fire Department		Limited	Direct Clients
26	General Services Agency - City Administrator	Animal Care and Control	Limited	Direct Clients
32	General Services Agency - City Administrator	County Clerk	Limited	Direct Clients
33	General Services Agency - City Administrator	Disability, Mayor's Office on	Limited	Direct Clients

<sup>27</sup> For the purposes of this report, we determined that “public-serving” departments are those that serve individuals, as opposed to serving other City departments or the City as a whole. Under this definition, there are 55 public-serving departments, as listed in this chart. Examples of non-public-serving departments include the Department of Technology, the General Services Agency, Office of Contract Administration, and the Controller, among 7 others.

<sup>28</sup> The focus of this inquiry was on demographic data about clients, customers and the public, not all data. While all departments collect various types of data, some do not serve the public directly and are not included in this list.

<sup>29</sup> “Extensive” indicates a department collects at least 3 demographic data points, “limited” indicates 1-2 data points collected, and “none” indicates no demographic data collection. Departments that did not respond to the voluntary inquiry contain a dash (-) in this column.

**San Francisco Department on the Status of Women  
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	Department	Division	Degree of Disaggregated Demographic Data Collected <sup>29</sup>	Source of Data: Clients, Contractors, or Both
41	General Services Agency - City Administrator	Treasure Island Development Authority	Extensive	Direct Clients
36	General Services Agency - City Administrator	Labor Standards Enforcement	Limited	Direct Clients
37	General Services Agency - City Administrator	Medical Examiner	Extensive	Direct Clients
29	General Services Agency - City Administrator	311 Customer Service Center	None	N/A
31	General Services Agency - City Administrator	Civic Engagement and Immigrant Affairs	None	N/A
34	General Services Agency - City Administrator	Entertainment Commission	None	N/A
35	General Services Agency - City Administrator	Grants for the Arts	None	N/A
28	General Services Agency - City Administrator	Convention Facilities	-	-
38	General Services Agency - City Administrator	Neighborhood Beautification	-	-
42	General Services Agency - Public Works		None	N/A
44	Health Services System		Limited	Direct Clients
45	Human Resources		Extensive	Direct Clients
46	Human Rights Commission		Limited	Both
47	Human Services Agency		Extensive	Direct Clients
48	Juvenile Probation		Extensive	Direct Clients
49	Law Library		None	N/A
50	Mayor	Neighborhood Services	Limited	Direct Clients
51	Mayor	Housing	Extensive	Contractors/Grantees
52	Municipal Transportation Agency		Limited	Direct Clients
53	Police Department		Limited	Direct Clients
54	Office of Citizen Complaints		Extensive	Direct Clients
55	Port		None	N/A
59	Public Utilities Commission		None	N/A
56	Public Defender		Extensive	Direct Clients
57	Public Health		Extensive	Both
58	Public Library		Limited	Direct Clients

**San Francisco Department on the Status of Women**  
**Page 24**

	Department	Division	Degree of Disaggregated Demographic Data Collected <sup>29</sup>	Source of Data: Clients, Contractors, or Both
60	Recreation and Park		Limited	Direct Clients
61	Rent Arbitration Board		Extensive	Both
62	Retirement System		Limited	Both
63	Sheriff		Extensive	Direct Clients
64	Status of Women		Extensive	Contractors/Grantees
65	Treasurer & Tax Collector		None	N/A
66	War Memorial and Performing Arts Center		None	N/A

## **Appendix E: Tools Used in Demographic Data Collection**

Departments use a variety of tools when collecting data about clients served through their programs, as summarized below.

### **Database Applications**

A number of departments have extensive data collection practices that rely heavily on electronic database programs. Such programs include generic Microsoft Access or Excel applications, as well as applications designed specifically for that department's or field's use, such as the Lifetime Clinical Record database used by the Department of Public Health (DPH) to track client records, or the DAMION system used by the District Attorney's Victim Services Division to track clients for victim compensation grants and advocacy through the criminal justice process.<sup>30</sup> Several respondents also have databases to track client or contractor information, but do not use these tools to compile and track disaggregated data.

### **Online Tools**

Three departments stand out for their use of a web-based database application. The Department of Children, Youth, and Their Families (DCYF) and the Children and Families Commission (First 5 SF) both use a Community-Based Organization Contract Management System (CMS). DCYF and First 5 SF have multi-million dollar grant programs that fund hundreds of community agencies providing direct services to children and youth. Programs are required to submit monthly or quarterly reports, providing demographic and service data for every client participating in the programs. As CMS also documents and tracks budget and invoicing information, program performance and budgets are integrally linked.<sup>31</sup>

The DPH Community Programs division uses the Coordinated Case Management System. This web-based database designed by intensive case managers and epidemiologists integrates electronic charting, reporting, and communication tools. In 2009, the division embarked on a strategic planning process that identified the following priorities: care coordination to prevent duplication, revenue maximization and cost saving, data sharing amongst providers, cultural and linguistic competence, capacity-building, and parity and equity in standards and accountability.<sup>32</sup> An online database to record, track, and report on clients and trends can support many of these priorities.

The online database is a user-friendly tool that can be accessed at any workstation, making it valuable for small programs or agencies without a great deal of capacity. Data stored online so that real-time information is available to the departments and reports can be run as soon as programs have submitted their data.

<sup>30</sup> A description of this case management software program can be found at <http://www.damion.com/Default.aspx?RD=212&RN=DAMION>.

<sup>31</sup> A PowerPoint designed for grantees illustrating the use of the First 5 San Francisco's Contract Management System is available online at [http://www.first5sf.org/downloads/CMS\\_Training\\_082007.pdf](http://www.first5sf.org/downloads/CMS_Training_082007.pdf).

<sup>32</sup> Report on Community Programs strategic planning available online at <http://www.sfdph.org/dph/files/reports/CommunityProgs/CommProgsStakeholderRptExecSum05222009.pdf>.

### **Oral or Written Surveys**

The Airport performs an annual survey of airport users, an oral customer satisfaction tool that includes gender, language spoken, and zip code.<sup>33</sup> The Rent Arbitration Board provides an online and hard-copy customer satisfaction survey that collects gender data and the client's satisfaction with the services.<sup>34</sup> Additionally, for one month each year, the Rent Board polls clients, both in the office and over the phone, about language preference. The Sheriff's Department conducts a survey for 2 weeks each year in order to comply with the Equal Access to City Services Ordinance.

### **Office of the Controller's *City Survey***

The Office of the Controller conducts a biannual survey of City residents to gauge usage of and satisfaction with City and County services, including parks, streets, libraries, schools, and other areas of services provided by the government. The *City Survey* collects a variety of demographic information, including the number of people in the household, age, sex, sexual orientation, ethnicity, level of education, employment data, income, and disability status. The survey is provided as a written questionnaire, phone interview, or online survey. In 2009, 2,770 San Francisco residents responded to the *City Survey*, each providing valuable information about the use of City services. The Controller's report notes that, as with all surveys, the population sample is not entirely representative of San Francisco. For example, respondents are more likely to be over 44 years old, white, live with others, and be more highly educated than average.<sup>35</sup> Despite these caveats, departments can use the disaggregated data collected through the survey to more closely align their services with constituent needs. The Recreation and Parks Department stated that it uses the *City Survey* data to guide its programming.

<sup>33</sup> The survey results are not available online, but selected statistics have been used by the Airport to promote concessions, as seen at <http://www.flysfo.com/web/page/about/T2/concessions/stats.html>.

<sup>34</sup> Customer Satisfaction Survey for the Rent Board is available online at [http://www.sfgov.org/site/rentboard\\_index.asp?id=2154](http://www.sfgov.org/site/rentboard_index.asp?id=2154).

<sup>35</sup> The *City Survey 2009* report is available online at [http://www.sfgov.org/site/controller\\_csa\\_index.asp?id=59064](http://www.sfgov.org/site/controller_csa_index.asp?id=59064).

**Appendix F:**  
**Case Study of the Department of Public Health**

The Department of Public Health (DPH) is the largest department in the City and County of San Francisco, with an extensive array of programs, both direct and contractual. These programs offer a variety of services, from trauma services provided through the Emergency Department to ongoing behavioral health services provided through community-based clinics and other providers. Almost all of the DPH program areas use disaggregated data to some extent. Detailed data allows DPH to take the necessary broad view of health while also looking closely at what is being provided and what is still needed.

Each year, the DPH Annual Report<sup>36</sup> provides an account of the demographics of its clientele in the major program areas that serve patients and clients directly. The Annual Report is an example of data that has been collected from throughout DPH's many programs and reported publicly. The Report is often used as a reference document by members of the public and staff.

DPH relies heavily on data to make policy and budgetary decisions. DPH provides population-based public health services that benefit all San Franciscans. These services include environmental health, vital statistics, health promotion and emergency medical services, for example. In order to make decisions about population-based services, a complete understanding of the population is necessary. The following information provides just some examples of how data is used to inform decisions and priorities at DPH.

**Example 1:** Cultural competency is a priority in all DPH services. Demographic data, including gender, race/ethnicity, and/or other characteristics such as disability, age, immigration status, parental status, and/or sexual orientation all support providers in making appropriate, culturally competent care recommendations and referrals for clients. For example:

- DPH evaluates funding proposals from community programs in lights of the organizations' ability to provide culturally competent services to the community they propose to serve.
- SFGH uses information about language needs of clients to inform the hiring of a linguistically competent staff.
- Laguna Honda Hospital (LHH), a City-owned skilled nursing facility, uses language data to inform the contracting of as-needed Certified Nursing Assistants (CNAs) with specific language skills, particularly for LHH's Chinese units. The bilingual pay premium for language proficient employees and LHH's mission to provide culturally-sensitive care are both weighed in budget and policy decisions.
- LHH purchases goods and services (e.g., food, hygiene supplies) to accommodate residents' cultural, ethnic, and/or disability-related needs.

**Example 2:** DPH's Community Programs creates a Health Status Report, and uses it in the following ways:

- To develop recommendations to respond to health disparities.

<sup>36</sup> DPH Annual Reports are available online at <http://www.sfdph.org/dph/files/reports/PolPlanRpts.asp>. Demographic data of clients served by DPH is included in Chapter 4: Who We Serve of the FY07-08 report.

- To create new priorities for its Requests for Proposals (RFPs) as well as new initiatives. For example, the HIV/AIDS Unit uses disaggregated data to note trend changes in the epidemic to align funding priorities accordingly.
- To initiate new programming for high utilizers.

**Example 3:** At San Francisco General Hospital (SFGH), managers use data to create programs and pilot new initiatives. For example:

- Americans with Disabilities Act (ADA) improvements at the hospital are driven by collecting and analyzing disability data. For example, this type of data has helped hospital planners decide how many ADA bathrooms and showers were needed in inpatient and outpatient areas, an ongoing, 3-year project.
- The Acute Care for Elders (ACE) unit targets patients over 65 years old and the Transitional Care Program targets patients over 60 years old who are being discharged from the hospital to home. Such units can address the special needs of clients, allowing for better care and outcomes.

#### **Data Collection Tools Employed by the Department of Public Health**

As noted, DPH collects data from a number of sources, including clients directly served by DPH programs, as well as contractors providing grant-funded or reimbursed services for the agency. Because of variable sources of funding and types of programmatic activities, different data collection strategies are necessary. DPH employs internal databases, web-based databases, statewide medical record-keeping tools, and generic computer applications to document the necessary information about every client served. The following chart details the many systems DPH has developed to ensure the appropriate information is collected by its programs and contractors.

<b>DPH Section<sup>37</sup></b>	<b>Data Collection Tools</b>	<b>Source of Data</b>
Community Health Network	<ul style="list-style-type: none"><li>• Lifetime Clinical Record (LCR): data includes patient demographic, financial, and utilization information for both San Francisco General Hospital and community-based clinic patients</li></ul>	Direct Clients
Laguna Honda Hospital	<ul style="list-style-type: none"><li>• Center for Health Systems Research and Analysis (CHSRA)</li><li>• Certification and Survey Provider Enhanced Reports (CASPER), a state data system</li></ul>	Direct Clients
Community Programs	<ul style="list-style-type: none"><li>• Coordinated Case Management System</li></ul>	Direct Clients and Contractors

<sup>37</sup> Only those programs that collect disaggregated data have been included in this chart. DPH's other programs, such as Jail Health, the Child/Youth Immunization and Communicable Disease Prevention Unit, and the Adult Immunization and Communicable Disease Prevention Unit, do not collect disaggregated data.

DPH Section <sup>37</sup>	Data Collection Tools	Source of Data
Community Behavioral Health Services	<ul style="list-style-type: none"> <li>• Mental Health Billing Information System (BIS)</li> <li>• Substance Abuse BIS</li> </ul>	Direct Clients and Contractors
HIV Prevention	<ul style="list-style-type: none"> <li>• HIV Prevention Health Education and Risk Reduction and Prevention with Positives</li> <li>• HIV Counseling, Testing and Linkages</li> <li>• Syringe Access Programs, or needle exchange (not disaggregated)</li> </ul>	Contractors
Dental	<ul style="list-style-type: none"> <li>• Microsoft Access</li> <li>• Microsoft Excel</li> </ul>	Direct Clients
WIC Program	<ul style="list-style-type: none"> <li>• Integrated Statewide Information System (ISIS)</li> </ul>	Direct Clients
Housing and Urban Health	<ul style="list-style-type: none"> <li>• LCR</li> <li>• Patient Files</li> <li>• Oracle</li> <li>• Microsoft Access</li> </ul>	Direct Clients and Contractors
Health at Home	<ul style="list-style-type: none"> <li>• Home Care Software: from Encore, a product of Delta Health Technologies</li> <li>• Outcome Concept Systems</li> </ul>	Direct Clients
Sexually Transmitted Disease Prevention and Control Services	<ul style="list-style-type: none"> <li>• City Clinic registration system, which collects basic demographics through in-person interviews</li> <li>• Confidential Morbidity Report (CMR)</li> <li>• Reported Disease Morbidity, which collects age, race, sex, and gender of sexual partners collected on CMR</li> </ul>	Direct Clients

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## Appendix B: Overview of Variables

**Population**<sup>1</sup> We differentiate cities in large, medium, and small cities. Cities with large populations have more than 1 million residents. Those with people from 500,000 to 1 million are considered medium sized, and those with less than 500,000 people are considered small cities. Denver has a population of 600,158 meaning that it has a medium population.

**City Employees** The number of city employees is also a basis for determining government size, because cities with more employees are often larger and more specialized in terms of departments and legislation. Again, we differentiated cities into large, medium, and small cities in terms of government size. Cities with more than 10,000 employees are considered large. Cities with 5,000 to 10,000 employees are considered medium, and cities with less than 5,000 are small. Denver employs around 11,000 people, thus falling into the large category.

**City Departments**<sup>2</sup> The number of departments a city has also matters because cities with more departments will make implementation of any ordinance more complex. Cities with more than 46 departments are considered large, cities with 21 to 45 departments are medium-sized, and those with less than 20 are considered to be small. Denver has 34 departments classifying it as a medium-sized city in terms of the number of departments.

**Annual Budget** The amount of money a city spends a year is also a key indicator of government size, cities that have more resources tend to be larger. Cities with an annual budget of more than \$3 million are considered large cities. Those with budgets between \$1 billion and \$3 billion are medium-sized, and cities with budgets less than a billion dollars are considered small cities. Denver has an annual budget of roughly \$2 billion making it a medium sized city in terms of budgets.

**Government Structure** In order to determine governmental structure, we analyzed the role of the executive and legislative branch of each city. The responsibilities assigned to the executive and legislative branches of any city or country determines its government structure.

**A council- manager form of government** is one in which the legislative branch has the majority of the power. **A mayor-council form of government** is one in which the executive has the majority of the power. A mayor-council with a strong mayor form of government is similar to a mayor- council government, but the mayor is given much more power. Denver has a **mayor-council form of government** in which the City Council creates and passes laws, but the mayor has the ability to veto them. Other cities with a mayor-council form of government are considered comparable.

**City/County Relationship** Typically, local governments are broken down into counties with one or more municipality within them, but some counties have consolidated to be a single united city and county. In the case of Denver, the legislative branch consists of a city council that creates and passes legislation for the entire county. The city council also has control over the budget and distribution of funds. The mayor has the ability to veto legislation and approves the budget. Denver has a consolidated city and county government structure, and other consolidated cities are considered comparable.

**Political Ideology**<sup>3</sup> If a county voted for Donald Trump then they were considered Republican leaning, and if they voted for Hillary Clinton they were considered Democratic leaning. Denver County voted for Clinton in 2016, and has voted for the Democratic candidate in previous years, and so Denver is labeled as a democratic city/county

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<sup>1</sup> United States Census Bureau. (2010). City and Town Population Totals Tables: 2010-2016. U.S. Department of Commerce. Accessed on Oct. 15, 2017

<sup>2</sup> The number of city departments was determined by consulting a city's organizational chart and counting the number of overarching departments (such as the fire department) under the executive and legislative branches.

<sup>3</sup> The New York Times. (2016). Presidential Election Results: Donald J. Trump Wins. New York, NY. Accessed on Nov. 7, 2017

# Appendix C: Text Miami-Dade Ordinance

OFFICIAL FILE COPY  
CLERK OF THE BOARD  
OF COUNTY COMMISSIONERS  
MIAMI-DADE COUNTY, FLORIDA

## MEMORANDUM

Agenda Item No. 7(A)

**TO:** Honorable Chairman Jean Monestime  
and Members, Board of County Commissioners

**DATE:** (Second Reading 9-1-15 )  
May 19, 2015

**FROM:** R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Ordinance amending Article  
XXXI of the Code to locally  
adopt the spirit underlying the  
principles of the Convention on  
the Elimination of All Forms of  
Discrimination Against Women,  
an international treaty; amending  
section 2-477 of the Code to  
authorize the Commission  
Auditor to gather data regarding  
economic development, health  
and safety, and education of  
women in Miami-Dade County;  
amending section 2-269 of the  
Code to authorize the Miami-  
Dade County Commission for  
Women to analyze such data and  
to report to this Board

Ordinance No. 15-87

The accompanying ordinance was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Daniella Levine Cava, and Co-Sponsors Commissioner Bruno A. Barreiro, Commissioner Sally A. Heyman, Commissioner Barbara J. Jordan, Commissioner Rebeca Sosa and Commissioner Xavier L. Suarez.

  
R. A. Cuevas, Jr.  
County Attorney

RAC/smm

Approved \_\_\_\_\_ Mayor

Agenda Item No. 7(A)

Veto \_\_\_\_\_

9-1-15

Override \_\_\_\_\_

ORDINANCE NO. 15-87

ORDINANCE AMENDING ARTICLE XXXI OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA TO LOCALLY ADOPT THE SPIRIT UNDERLYING THE PRINCIPLES OF THE CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN, AN INTERNATIONAL TREATY; AMENDING SECTION 2-477 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA TO AUTHORIZE THE COMMISSION AUDITOR TO GATHER DATA REGARDING ECONOMIC DEVELOPMENT, HEALTH AND SAFETY, AND EDUCATION OF WOMEN IN MIAMI-DADE COUNTY; AMENDING SECTION 2-269 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA TO AUTHORIZE THE MIAMI-DADE COUNTY COMMISSION FOR WOMEN TO ANALYZE SUCH DATA AND TO REPORT TO THIS BOARD; PROVIDING SEVERABILITY, INCLUSION IN THE CODE, AND AN EFFECTIVE DATE

WHEREAS, the Convention on the Elimination of All Forms of Discrimination Against Women ("Convention"), a human rights treaty promoting gender equity, was adopted by the United Nations General Assembly in 1979; and

WHEREAS, the Convention requires member parties to undertake to eliminate discrimination against women in all its forms, including but not limited to in the areas of economic development, health and safety, and education; and

WHEREAS, more than 140 countries are party to the Convention, including Canada, Australia, Azerbaijan, Bangladesh, Mexico, Mongolia, China and the United Kingdom; and

WHEREAS, the United States Senate Foreign Relations Committee voted in July 2002 to recommend ratification of the Convention, but the Convention has never come before the full Senate for a vote; and

WHEREAS, the United States Census indicates a persistent wage gap between men and women, and a perpetual difference not only between the wages women are paid compared to

those of men, but also the wages that women of different races are paid compared to their white, male counterparts; and

**WHEREAS**, the United States Census reports that white women are paid 78 cents to every dollar white males make, and Hispanic women are paid 56 cents for every dollar their white, male counterparts make; and

**WHEREAS**, a number of cities in the United States have adopted local legislation reflecting the principles underlying the Convention to better inform local policy and empower communities to make the policy changes necessary to lift more women out of poverty and violence; and

**WHEREAS**, pursuant to Section 11A-1 of the Code of Miami-Dade County, it is the policy of Miami-Dade County "to eliminate and prevent discrimination in employment, family leave, public accommodations, credit and financing practices, and housing accommodations" because of various statuses, including but not limited to sex, pregnancy, marital status, and familial status; and

**WHEREAS**, this Board has passed a number of ad-hoc resolutions over the years addressing the status of women, including Resolution No. 998-14, directing the County Mayor or Mayor's designee to conduct a complete and thorough analysis of payroll data for Miami-Dade County government employees to identify whether there are any pay disparities within any employee classification for which no explanation exists other than differences in employee gender; and

**WHEREAS**, this proposed ordinance monitors comprehensively the status of women and girls in health, education and economic development, providing an annual analysis that compares growth, advancement, and amelioration; and

WHEREAS, comparing data and indicators year-by-year will enable this Board to better gauge whether current legislation relating to or having an impact on gender equity is effective and whether more needs to be done in any area; and

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WHEREAS, pursuant to Section 2-477(5) of the Code of Miami-Dade County, the Commission Auditor is empowered to provide information to the Board of County Commissioners "whenever required regarding any subject relating to the affairs of the County;" and

WHEREAS, pursuant to Section 2-269 of the Code of Miami-Dade County, the Commission for Women is empowered to make a "continuing study of all existing" County institutions and programs dealing with or affecting women, as well as to make studies and have studies made regarding discrimination against women employees "and attributable changes towards women in the community[;]" and

WHEREAS, pursuant to Section 2-269(a) of the Code of Miami-Dade County, the Miami-Dade County Commission for Women ("Commission for Women") serves "in an advisory capacity to the County Commission, the County administration, the community, and all agencies and persons in Miami-Dade County, Florida, in respect to all matters pertaining to the status of women, including but not limited to discrimination against women, employment of women, [and] education of women[;]" and

WHEREAS, this Board desires that the Commission Auditor shall annually gather and provide to the Commission for Women data regarding the status of women in Miami-Dade County in the areas of economic development, health and safety, and education; and

WHEREAS, this Board desires that the Commission for Women shall study the data and annually report on its analysis and recommendations based on the data to this Board and to the County Mayor, as well as make its report available to the public,

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BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF  
MIAMI-DADE COUNTY, FLORIDA:

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Section 1. Article XXXI, Section 2-271 of the Code of Miami-Dade County, Florida,

is hereby amended as follows:<sup>1</sup>

>>ARTICLE XXXI. CONVENTION ON THE  
ELIMINATION OF ALL FORMS OF DISCRIMINATION  
AGAINST WOMEN.

Sec. 2-271. Policy.

It is the goal of Miami-Dade County to adopt the spirit underlying the principles of the Convention on the Elimination of All Forms of Discrimination Against Women (commonly referred to as "CEDAW" and hereinafter referred to as "Convention"). The Convention, a human rights treaty adopted by the United Nations General Assembly in 1979, aims to eliminate all discrimination against women around the world, including but not limited to in the areas of economic development, health and safety, and education. Miami-Dade County finds a need to gather data locally and provide analysis annually to study gender equity in Miami-Dade County. "Gender Equity Data" shall be defined as information collected to identify disparities existing between women and men throughout Miami-Dade County and shall include, to the extent permitted by law, information regarding sex, race, sexual orientation, immigration status, parental status, disability, and age.

Secs. 2-272—2-277. Reserved.<<

[[ARTICLE XXXI. RESERVED

Secs. 2-271—2-277. Reserved.]]

Section 2. Section 2-477 of the Code of Miami-Dade County, Florida, is hereby amended to read as follows:

Sec. 2-477. Scope of Authority.

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<sup>1</sup> Words stricken through and/or [[double bracketed]] shall be deleted. Words underscored and/or >>double arrowed<< constitute the amendment proposed. Remaining provisions are now in effect and remain unchanged.

The Commission Auditor shall, to the extent provided for in the annual work program, perform the following functions and be charged with the following responsibilities on behalf of the Commission:

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- \* \* \*
10. To make periodic reports to the Commission which shall include, but not be limited to, the following:
    - a. To determine whether departments, agencies and entities of the County have complied with the fiscal and legislative policies of the Commission;
    - b. To provide information on proposals that could adversely affect the County including, but not limited to, the County's credit rating;
    - c. To report matters and make recommendations concerning the effectiveness and efficiency of programs and the operation of the County;
    - d. To be empowered to take exception to improper specific expenditures incurred by any County department, agency or entity; and

>>11. In furtherance of the Commission's policy set forth in Section 2-271 of the Code of Miami-Dade County, the Office of the Commission Auditor shall gather and provide Gender Equity Data, as such term is defined in Section 2-271 of the Code of Miami-Dade County, annually to the Miami-Dade County Commission for Women in the categories enumerated below.

- a. Economic Development: As compared to men both within Miami-Dade County government and throughout Miami-Dade County, the numbers of women employed by industry, serving in high-level or executive positions, serving in low-wage positions, serving as heads-of-household, living in poverty; how salaries compare for men and women employed in the same or similar positions; gender balance on County advisory boards; and any other metrics or information deemed relevant and reasonably accessible by the Office of the Commission Auditor.

- b. Health and Safety: Infant mortality and birth rates in Miami-Dade County; as compared to men, the number of women and girls with health insurance, with health conditions such as hypertension, with life-threatening conditions such as heart disease; the number of women and girls falling victim to sexual exploitation and human trafficking; the number of reported instances of rape and sexual assault; the amount of money and the types of funding sources spent assisting domestic violence victims and trying to prevent instances of domestic violence; Miami-Dade County government resources directed specifically at women and girls; and any other metrics or information deemed relevant and reasonably accessible by the Office of the Commission Auditor.
- c. Education: As compared to men, the number of women dropping out of high school each year; the number of women with less than a high school education; with some college, with college degrees, with masters-level, doctorate and professional degrees; and any other metrics or information deemed relevant and reasonably accessible by the Office of the Commission Auditor.<<

[[44-]] >>12.<< The Commission Auditor shall serve as a voting member of any competitive selection committee convened for the purpose of recommending an external auditor to the Mayor or the Mayor's designee. The Commission Auditor shall also be apprised by the Mayor or the Mayor's designee of the activities of the external auditor and may monitor the conduct of, and responses to, external financial statement audits, and the resolution of audit findings. The Commission Auditor shall also work toward the elimination of duplicative audit work through cooperation with state, federal and external auditors, and the Clerk of the Circuit and County Courts when the Clerk is performing as auditor under Article V, Section 16 of the Florida Constitution and general laws of the State of Florida.

**Section 3.** Section 2-269 of the Code of Miami-Dade County, Florida, is hereby amended to read as follows:

**Sec. 2-269. Duties and powers of the Commission.**

The Commission shall have the following duties, functions, powers and responsibilities:

\* \* \*

(g) To report at least annually to the County Commission on the Commission for Women's accomplishments and priorities.

>>(h) To analyze Gender Equity Data provided annually by the Commission Auditor, pursuant to Section 2-477 of the Code of Miami-Dade County, regarding the economic development, health and safety, and education of women in Miami-Dade County and to report the Commission for Women's analysis and recommendations based on Gender Equity Data annually to the County Mayor and to the County Commission, and to make the Commission for Women's report available to the public.<<

[[{(h)}]] >>(i)<<To perform such other duties as may from time to time be assigned to it by resolution of the County Commission.

**Section 4.** If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

**Section 5.** It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance, including any sunset provision, shall become and be made a part of the Code of Miami-Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section," "article," or other appropriate word.

## Appendix D: Cincinnati Gender Analysis

**City of Cincinnati**  
**An Ordinance No. 91 - 2017**

AKS/B *AKS*

**AUTHORIZING** the City Manager to expend up to \$8,000 to procure and execute a grant agreement with the University of Cincinnati for a gender study, co-funded by the University of Cincinnati Political Science Department, Women's Gender & Sexuality Studies, Office of the Provost, and School of Planning and College of Design, Art, Architecture and Planning, Taft Research Center's Human Rights Research Group, the Woman's City Club, Zonta Club of Cincinnati, Tri-State Freethinkers, and League of Women Voters to evaluate City policies and practices regarding gender equality.

WHEREAS, although women and girls have made gains in the struggle for equality in many fields in the United States and other countries, much more needs to be accomplished to fully eradicate discrimination based on gender and to achieve full equality; and

WHEREAS, local governments have an appropriate and legitimate role in affirming the importance of eliminating all forms of discrimination against women and girls; and

WHEREAS, through passage of Resolution No. 43-2015 on May 20, 2015, City Council has expressed its support for the work of the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and its desire that women and girls who live in Cincinnati, Ohio enjoy all the rights, privileges, and remedies that are bestowed on all people in the United States, no matter their race, national origin, gender or religious belief, and with a purpose to proclaim that Cincinnati, Ohio is a city that will not tolerate discrimination against women and girls; and

WHEREAS, Resolution No. 43-2015 acknowledged that it was a first step toward a future ordinance that would call for a gender analysis of all Cincinnati departments and commissions, the designation of a task force and resolution to support these actions; and

WHEREAS, local data to support a gender study is available from the original 2005 PULSE Study on the Status of Women and Girls and several update reports through 2014; and

WHEREAS, the City is entering into a grant agreement with the University of Cincinnati to provide funds toward development of a gender study that the University of Cincinnati will conduct and manage and upon completion of the study, the University of Cincinnati will provide the results of the study to the Mayor and Council for their review and consideration of ways in which the City may be able to increase gender equity; and

WHEREAS, the University of Cincinnati and the Women's Fund will provide additional research resources for the study; now, therefore,

BE IT ORDAINED by the Council of the City of Cincinnati, State of Ohio:

Section 1. That the City Manager is authorized to expend up to \$8,000 to procure and execute a grant agreement with the University of Cincinnati for a gender study, co-funded by the University of Cincinnati Political Science Department, Women's Gender & Sexuality Studies, Office of the Provost, School of Planning and College of Design, Art, Architecture and Planning, Taft Research Center's Human Rights Research Group, the Woman's City Club, Zonta Club of Cincinnati, Tri-State Freethinkers, and League of Women Voters to evaluate the City of Cincinnati's current internal policies and practices regarding gender equality and treatment of women, including but not limited to pay equity, promotional opportunities and the creation of a culture which treats individuals equally regardless of gender.

Section 2. That the transfer of the sum of \$8,000 from the General Fund Operating Account no. 050x102x7200, Office of Budget and Evaluation, to the General Fund Operating Account no. 050x121x7200, Human Resources Department, for the purpose of funding a gender study to be performed by the University of Cincinnati and the Cincinnati Women's Fund.

Section 3. That the proper City officials are hereby authorized to use and expend the sum of \$8,000 in accordance with the provisions of Sections 1 and 2 hereof.

Section 4. That this ordinance shall take effect and be in force from and after the earliest time allowed by law.

Passed: May 10, 2017

Attest:

Clerk

John Cranley, Mayor

HEREBY CERTIFY THAT ORDINANCE No. 91-2017  
WAS PUBLISHED IN THE CITY BULLETIN  
IN ACCORDANCE WITH THE CHARTER ON 5-24-2017  
Melissa B. B. B.  
CLERK OF COUNCIL

**City of Cincinnati**  
**An Ordinance No. 92**

AKS/B *AKS*

- 2017

**ESTABLISHING** a City of Cincinnati Gender Equality Task Force, whose purpose is to advise the Mayor and Council about the findings and recommendations of the gender study co-funded by the City of Cincinnati, University of Cincinnati Political Science Department, Women's Gender & Sexuality Studies, Office of the Provost, and School of Planning and College of Design, Art, Architecture and Planning, Taft Research Center's Human Rights Research Group, the Woman's City Club, Zonta Club of Cincinnati, Tri-State Freethinkers, and League of Women Voters to evaluate City policies and practices regarding gender equality.

WHEREAS, although women and girls have made gains in the struggle for equality in many fields in the United States and other countries, much more needs to be accomplished to fully eradicate discrimination based on gender and to achieve full equality; and

WHEREAS, local governments have an appropriate and legitimate role in affirming the importance of eliminating all forms of discrimination against women and girls; and

WHEREAS, through passage of Resolution No. 43-2015 on May 20, 2015, City Council has expressed its support for the work of the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and its desire that women and girls who live in Cincinnati, Ohio enjoy all the rights, privileges, and remedies that are bestowed on all people in the United States, no matter their race, national origin, gender or religious belief, and with a purpose to proclaim that Cincinnati, Ohio is a city that will not tolerate discrimination against women and girls; and

WHEREAS, Resolution No. 43-2015 acknowledged that it was a first step toward a future ordinance that would call for a gender analysis of all Cincinnati departments and commissions, the designation of task force and resolution to support these actions; and

WHEREAS, local data to support a gender study is available from the original 2005 PULSE Study on the Status of Women and Girls and several update reports through 2014; and

WHEREAS, the City is entering into a grant agreement with the University of Cincinnati to provide funds toward development of a gender study that the University of Cincinnati will conduct and manage and upon completion of the study, the University of Cincinnati will provide the results of the study to the Mayor and Council for their review and consideration of ways in which the City may be able to increase gender equity; and

WHEREAS, the creation of a City of Cincinnati Gender Equality Task Force will assist Council and the Mayor in their review of the results of the study; now, therefore,

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BE IT ORDAINED by the Council of the City of Cincinnati, State of Ohio:

Section 1. That Council requests that the Mayor establish a City of Cincinnati Gender Equality Task Force, as further described herein, whose purpose is to advise the Mayor and Council about the design and scope of the gender study, co-funded by University of Cincinnati Political Science Department, Women's Gender & Sexuality Studies, Office of the Provost, School of Planning and College of Design, Art, Architecture and Planning, Taft Research Center's Human Rights Research Group, the Woman's City Club, Zonta Club of Cincinnati, Tri-State Freethinkers, and League of Women Voters as well as the results and implementation of any recommendations of the study and to evaluate current City policies and practices regarding gender equality and treatment of women, including but not limited to pay equity, promotional opportunities and the creation of a culture which treats individuals equally regardless of gender. The City of Cincinnati Gender Equality Task Force shall consist of at least seven (7) members appointed by the Mayor representing local government and the community at large with knowledge and/or experience in the fields of human rights, economic development including employment issues, health care, violence against women, government employee labor issues and other issues facing women and girls.

Section 2. That the City of Cincinnati Gender Equality Task Force shall convene before the study to help define the study's scope and no later than 120 days after the effective date of this ordinance and report back to the Mayor and City Council within six months of the study's completion to present its recommendations based on the gender study. A report recommending policy and budget priorities, implementation and monitoring should be presented to Council at least annually during the task force's existence.

Section 3. That this ordinance shall take effect and be in force from and after the earliest time allowed by law.

Passed: May 10, 2017

Attest: [Signature]  
Clerk

[Signature]  
John Cranley, Mayor

HEREBY CERTIFY THAT ORDINANCE No. 92-2017  
WAS PUBLISHED IN THE CITY BULLETIN  
IN ACCORDANCE WITH THE CHARTER ON 5-24-2017  
[Signature]  
CLERK OF COUNCIL

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## Outline of City of Cincinnati Gender Study

Updated version of proposal submitted to  
City of Cincinnati Budget and Finance Committee  
In May 2017

Prepared by

Gender Equity Research Team

Under the Auspices of The Cincinnati Project of the College of Arts & Sciences and the Taft Research  
Center Human Rights and Global Research Groups, University of Cincinnati

For

The City of Cincinnati Gender Equality Task Force Appointed in late Fall 2017  
For January 2018 Task Force meeting with the Research Team Representatives

In Keeping With

Ordinance 201700683—Authorizing a Gender Study

Ordinance 201700684—Establishing City of Cincinnati Gender Equality Task Force

Following the Passage in May 2015 of

Resolution 43-2015 in support of the work of the Convention on the Elimination of all forms of  
Discrimination Against Women (CEDAW) and against any discrimination against women and girls, no  
matter their race, national origin, gender, or religious belief, in Cincinnati, Ohio

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## Gender Equity Research Team

### *Study Leaders*

Co-Project Leader: Dr. Anne Sisson Runyan, Professor, Department of Political Science and former Head, Department of Women's, Gender, and Sexuality Studies, University of Cincinnati  
Expertise in gender and global/local governance; has co-directed a gender survey research study of Montgomery County, Ohio, participated in early planning of 2005 Pulse Study of the Cincinnati metropolitan region, and directed or co-directed federal grants for international gender projects; Co-Chair of Taft Research Center Global Studies Research Group

Co-Project Leader, Financial Manager, and Co-Qualitative Research Leader: Dr. Amy Lind, Mary Ellen Heintz Professor and Head, Department of Women's, Gender, and Sexuality Studies, University of Cincinnati  
Expertise in gender and urban economic development and social policy as well as qualitative methods; has consulted for national and municipal governments, non-profits, and United Nations agencies

Co-Project Leader and Co-Qualitative Research Leader: Dr. Rebecca Sanders, Assistant Professor, Department of Political Science, University of Cincinnati  
Expertise in women's human rights and qualitative methods; recipient of several internal and external grants; Co-Chair of Taft Research Center Human Rights and Global Studies Research Groups

Quantitative Research Leader: Dr. Jack Mewhirter, Assistant Professor, Department of Political Science, University of Cincinnati  
Expertise in environmental policy and quantitative research, including statistical, survey, and network analysis; has performed research for and consulted with municipal governments

### *Other Study Members*

Dr. Michelle McGowan, Research Associate Professor, Ethics Center of Cincinnati Children's and Department of Women's, Gender, and Sexuality Studies, University of Cincinnati  
Expertise in gender and health equity; recipient of extensive funding from the National Institutes of Health and private foundations for qualitative and normative research.

Dr. Km Conger, Assistant Professor, Department of Political Science, University of Cincinnati  
Expertise in public administration and women and US politics; employs qualitative and quantitative research methods, including elite interviewing and content analysis.

Dr. Jeff Millar, Assistant Professor-Educator, Departments of Anthropology and Communications, University of Cincinnati.  
Expertise in linguistics, communication, and gender discourse analysis, including analysis of public policy documents.

Dr. Laura Jenkins, Professor, Department of Political Science, University of Cincinnati.  
Expertise in international affirmative action policies and qualitative methods, including interviewing.

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Dr. Rina Williams, Associate Professor, Department of Political Science, University of Cincinnati  
Expertise in comparative women and politics, ethnic and minority politics, and interviewing methods.

Dr. Olga Sanmiguel-Valderrama, Associate Professor, Department of Women's, Gender, and Sexuality Studies  
Expertise in women and development, Latina women, and interviewing methods.

Murat Yilmaz, PhD student, Department of Political Science, University of Cincinnati  
Expertise in ethnic minority politics and quantitative and qualitative methods, including content analysis. Assisting research team.

Julie Marzek, MA student, Department of Women's, Gender, and Sexuality Studies, University of Cincinnati  
Expertise in gender textual analysis. Assisting research team.

Early Contributor but now Task Force Member: Dr. Jan Marie Fritz, Professor, School of Planning, University of Cincinnati and Distinguished Visiting Professor, University of Johannesburg  
Expertise in qualitative research on gender at local, national, and international levels; initiator of Cincinnati for CEDAW coalition; long active in national Cities for CEDAW efforts and activities surrounding the UN Commission on the Status of Women

## **Gender Study Financial Contributions and Administration**

As provided for in the proposed Ordinance 201700683—Authorizing a Gender Study and agreed to by the Dean of the College of Arts & Sciences at the University of Cincinnati, the College of Arts & Sciences, has accepted financial contributions, including from the City of Cincinnati (\$8000—contract completed between the city and UC in Fall 2017 for a two-year study), local non-profit organizations (\$4500), and units within the University of Cincinnati (\$7000), towards the gender study being conducted by the Gender Equity Research Team. This is quite low for a study of this scope and while we are able to provide it at this level under the current design barring any snags, we welcome additional funding to buffer any snags.

This study, which is being undertaken under the auspices of The Cincinnati Project: Working for Equity in Cincinnati Through Research (see <http://thecincyproject.org/> ) housed in the College of Arts & Sciences and enabling the formation of research teams of faculty and closely supervised students to conduct equity research in Cincinnati. Among the funders of the study is also the Taft Research Center (see <http://sitecentral.uc.edu/taftcenter/home.aspx>) through its Global Studies and Human Rights Research Groups, which support special research projects on these themes and of which the study team members are a part for the purposes of this study. The study is reflected on the websites of the Taft Research Center and The Cincinnati Project and some internal and external publicity on it has occurred.

Dr. Amy Lind serves as the principal administrator of the College of Arts & Sciences fund that has been set up for the purposes of this study to take in contributions and to distribute funds to research team members for research consulting and materials costs. Some parts of the study are being conducted through public policy and methodologies classroom projects performed by Political Science

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and Women's, Gender, and Sexuality Studies graduate students under close supervision of research team members serving as instructors of these courses. Thus, considerable in-kind support, as well as financial support, is also being provided by these departments in the College of Arts & Sciences and as unit members of the Taft Research Center.

### **Relationship between the Gender Equity Research Team and Gender Equality Task Force**

As provided for in Ordinance 201700684—Establishing City of Cincinnati Gender Equality Task Force, once a Gender Equality Task Force is appointed by the Mayor of Cincinnati and is convened, the Gender Equity Research Team will work collaboratively with that task force to refine the research design and implementation within budget and expertise parameters and in relation to previous gender studies of municipal governments elsewhere as well as to determine timelines and reporting schedules. They will also work together to determine what future research would be needed to assist with ongoing monitoring of progress in instituting any needed improvements in practices identified in the gender study.

### **What is Gender Analysis?**

A gender study performs a gender analysis. Gender is a term that encompasses the roles, attitudes, and values assigned by culture and society to females and males.

#### **Gender analysis**

- is a process of collecting and analyzing sex-disaggregated (sometimes including race-disaggregated) information in order to understand gender differences
- is a pro-active way to deal with discrimination against women and girls through a data and research-based approach
- explores gender differences and gender-responsive considerations so policies, programs and projects can identify and meet the different needs of females and males
- looks at the trends that emerge from disaggregated data and puts into motion a process to create equity where it may not exist

A gender analysis is based on the following framework:

- Define vision and desired outcomes
- Collect and analyze data
- Develop options
- Prioritize strategies and create an action plan
- Develop a monitoring mechanism

The following constitutes the current research design, to be refined in collaboration with the Gender Equality Task Force, for a gender analysis of the City of Cincinnati municipal government based on the above principles. It seeks not only to provide information on barriers to gender equity for city personnel, but also on barriers to city responsiveness to aspects of women's health, violence against women, and women's economic conditions, large issue areas guiding this and previous cities for

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CEDAW studies. Conducting this research requires an identified liaison within City government (currently Lisa Berning) who is providing internal employee, budget, and policy data requested by the research team and ensuring the full participation of individuals in employee surveys and the active participation of select departments in self-study activities. The Task Force can also assist in facilitating the provision of such material to the research team as we are still awaiting a fair amount of textual and budget material requested during Summer and Fall 2017.

## **Current Research Design of Gender Analysis of the Municipal Government of the City of Cincinnati**

The Gender Equity Research Team is engaging in the following gender analysis elements. These include a quantitative analysis of personnel and budget data provided by Human Resources to establish a “rough cut” of gender and race percentages of employees and appointments to boards and commissions and the gender wage gap among employees across and within departments followed by a “deeper dive” into 3-4 departments via an online survey to more rigorously establish the wage gap and other factors related to employment opportunities supplemented by a network analysis within departments to determine access to opportunities. This deeper dive includes a gender-responsive budget analysis, textual analysis of relevant department documents, and facilitation of department self-studies, through interviews and focus groups conducted after the survey results are in, to improve their gender equity practices.

### **“Rough Cut” Quantitative Analysis Across Departments and Other City Bodies**

- Collect from Human Resources sex- and race-disaggregated employment data across departments according to official and administrator and professional categories and union and non-union categories to determine gender and race percentages, leadership positions by gender and race, and the “rough cut” gender wage gap across and within departments as well as overall budget information per department. Much of this has been provided already, with the exception of appropriate budget information, and analysis is ongoing.
- Collect from Human Resources sex- and race-disaggregated appointment data across boards and commissions of these bodies as well as overall budget data for each of these bodies. Lists have been provided, but not in a way that race can be identified.
- Compare where possible with other public research data on similar-sized cities

### **“Deeper Dive” Quantitative and Qualitative Analysis of 2-4 Departments**

- Conduct an online survey of the employees of 3-4 large departments (including examples that are female-dominated, gender-neutral, and male-dominated in make-up) to determine wage gaps, job satisfaction, and internal networks for promotion. Some deep dive department options have been identified that the Task Force can assist us in choosing, and the survey and its analysis will take place during Spring and Summer 2017.
- Collect relevant documents (such as mission statements, major policy documents, and strategic plans) provided by the City of the departments surveyed and subject them to content and discourse analysis to determine the extent to which their language is gender-neutral, if they give specific attention to women and/or gender differences in terms of their focus, and how they align with gender equity principles. Some preliminary work on this has occurred but must await identified departments to engage in more deeply. Have collected some overall city gender policies that we hope to analyze in a larger picture sense, but also need a broader

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sample of mission statements and plans to get a sense of attention to gender overall. This has not yet been provided.

- Collect more detailed budget information from the City for the departments surveyed to determine how much is directed to programs that address needs of females vs. males. We are awaiting more comprehensible overall budget information and then will request department-specific information. Connie Roesch, a CEDAW coalition member and former city employee in finance, has indicated she can assist us with this, but also welcome contacts and expertise Task Force members can provide as to what to look for in budgets and other city documents.
- Engage the departments surveyed in self-studies facilitated by the research team through which they consider the results of employee, document, and budget analysis in order to develop policies and programs that could improve their gender equity practices. This will be engaged in in year 2.

Having gotten started in Fall 2017 (despite delays in contract negotiations, Task Force appointments, and provision of information requested to date), we expect implementation will take at least 1.5 years with final analysis and final reporting taking another approximately 6 months. We will work with the Gender Equality Task Force and keep it apprised of our progress and present to it a preliminary report likely in Fall 2018 largely on the quantitative study and a final report in Fall 2019. It is our understanding the Task Force co-chairs will be our liaisons, and the Task Force will present our findings to City Council when appropriate.

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# Appendix E: CEDAW Ordinances

## Summary

### San Francisco

- The Commission on the Status of Women shall be designated as the implementing and monitoring agency of CEDAW in the City and County of San Francisco
- The City shall take all appropriate measures to eliminate discrimination against women and girls in the City of San Francisco in employment and other economic opportunities
- The City shall conduct gender analysis
- The City shall encourage the use of public education and all other available means to urge financial institutions to facilitate women's access to bank accounts, loans, mortgages, and other forms of financial services.
- It shall be the goal of the City to implement the principles underlying CEDAW, listed in Section 12K.6 by addressing discrimination against women and girls in areas including economic development, violence against women and girls and health care.
- The City shall ensure that the City does not discriminate against women
- The City shall encourage and, where possible, fund the provisions of the necessary supporting social services
- The City shall take and diligently pursue all appropriate measures to prevent and redress sexual and domestic violence against women and girls, including
- It shall be the goal of the City to take all necessary measures to protect women and girls from sexual harassment
- It shall be the goal of the City to develop and fund projects to help prostitutes who have been subject to violence and to prevent such acts.
- It shall be the goal of the City to fund public information and education programs to change traditional attitudes concerning the roles and status of women and men.
- The City shall work towards integrating gender equity and human rights principles into all of its operations
- The Commission shall train selected departments in human rights with a gender perspective.
- Selected City departments, programs, policies, and private entities to the extent permitted by law, shall undergo a gender analysis and develop an Action Plan.

- A CEDAW Task Force is hereby established. The Task Force shall report to the Mayor, the Board of Supervisors and the Commission. The Commission shall provide administrative support for the Task Force.

### Berkeley

- The City shall ensure that it does not discriminate against women in any area including employment, allocation of funding and delivery of direct and indirect services.
- The City shall encourage the provision of necessary supportive social services
- The City shall encourage the use of public education and all other available means to urge financial institutions to facilitate access by women to bank accounts, loans, mortgages and other forms of financial services.
- The City shall not discriminate
- It shall be the policy of the City that all necessary measures be taken to protect women from sexual harassment
- It shall be the goal of the City to fund public information and education programs to change traditional attitudes concerning the roles and status of women and men.
- It shall be the policy of the City that women receive appropriate services in connection with prenatal care, delivery, and postpartum care, as well as adequate nutritional services during pregnancy and lactation.

### Honolulu

- The Honolulu County Committee on the Status of Women shall be designated as the implementing and monitoring agency of CEDAW in the City and County of Honolulu.
- It shall be the goal of the city to implement the principles underlying CEDAW
- The city shall ensure that the city does not discriminate against women
- The city shall conduct gender analysis
- The city shall take all appropriate measures to eliminate discrimination against women and girls in the City and County of Honolulu
- The city shall encourage and, where possible, fund the provisions of the necessary supporting social services
- The city shall encourage the use of public education and all other available means to urge

financial institutions to facilitate women's access to bank accounts, loans, mortgages, and other forms of financial services.

- The city shall take and diligently pursue all appropriate measures to prevent and redress sexual and domestic violence against women and girls,
- The city shall not discriminate
- It shall be the goal of the city to take all necessary measures to protect women and girls from sexual harassment
- It shall be the policy of the city that the Honolulu police department diligently investigate violent attacks against prostitutes and take efforts to establish the level of coercion involved in the prostitution,
- The city shall ensure that all public works projects include measures, such as adequate lighting, to protect the safety of women and girls
- It shall be the goal of the city to fund public information and education programs to change traditional attitudes concerning the roles and status of women and men.
- It shall be the goal of the city to take all appropriate measures to eliminate discrimination against women and girls in the field of health care
- A CEDAW task force is hereby established.
- The city shall work towards integrating gender equity and human rights principles into all of its operations,
- The gender analysis shall be conducted according to guidelines developed by the CEDAW task force and the committee
- Each department or entity undergoing a gender analysis shall provide a report on its gender analysis and its action plan to the CEDAW task force and the committee

#### **Los Angeles**

- The City of Los Angeles shall look for ways to improve its commitment to the elimination of discrimination against women and girls
- The City of Los Angeles shall look for ways to improve its commitment to the elimination of discrimination against women and girls in the City of Los Angeles
- The City of Los Angeles shall encourage and, where possible, support the necessary supporting social services
- The City of Los Angeles shall encourage the use of public education and all other available means to urge financial institutions to facilitate women's access to bank accounts, loans, mortgages, and other forms of financial services.
- The City of Los Angeles shall improve its commitment to preventing and redressing

sexual and domestic violence and trafficking of women and girls

- It shall be the goal of the City of Los Angeles to take all appropriate measures to protect women and girls from sexual harassment
- It shall be the policy of the City of Los Angeles that the Police Department diligently investigate violent attacks against prostitutes and take efforts to establish the level of coercion involved in the prostitution
- The City of Los Angeles shall improve its efforts to ensure that all public works projects
- It shall be the goal of the City of Los Angeles to support public information and education programs to change those traditional attitudes concerning the limited roles and under-represented status of women or men in particular jobs or roles.
- It shall be the goal of the City of Los Angeles to take all appropriate measures to address the health care needs of women and girls
- It shall be the goal of the City of Los Angeles to ensure that women and girls receive appropriate information and services to promote good health and prevention of disease as well as the treatment of disease
- The City of Los Angeles shall improve its efforts to educate and empower women and girls to be their own advocates within the health care system
- It shall be the goal of the City of Los Angeles to take appropriate measures to support preserving the guarantee of health care for indigent women and girls
- The City of Los Angeles shall encourage and, where possible, support comprehensive school-based health education curricula for young girls in order to develop and improve healthy behaviors and outcomes.
- The City of Los Angeles shall work toward implementing the principles of CEDAW to ensure the protection of human rights
- The Commission on the Status of Women shall develop guidelines regarding gender analysis.
- The City shall adopt and include the principles of CEDAW as a part of the City's ongoing federal and state legislative program

#### **Miami-Dade**

- The commission for women is empowered to conduct a gender analysis and oversee Miami-Dade's commitment to CEDAW principles
- The Commission for Women is to gather data, annually, on the status of women

## **Pittsburgh**

- It shall be the goal of the City of Pittsburgh to implement the principles underlying CEDAW by addressing discrimination against women and girls
- The City shall ensure that the City does not discriminate against women
- The City shall conduct intersectional Gender Analyses
- The City shall receive input from various stakeholder agencies, representatives, communities, and individuals to determine what need areas are crucial to local women and girls.
- The City of Pittsburgh shall look for ways to improve its commitment to the elimination of discrimination against women and girls in Pittsburgh
- The City shall encourage and, where possible, support the necessary social services
- The City shall promote access to safe and affordable housing and transportation
- The City shall encourage the use of public education and all other available means to urge financial institutions to facilitate women's access to bank accounts, loans, mortgages, and other forms of financial services
- The City of Pittsburgh shall take and diligently pursue all appropriate measures to prevent and redress sexual and domestic violence and trafficking of women and girls
- It shall be a goal of the City to ensure that all public works projects, or projects receiving City financial incentives, include measures, such as adequate lighting and the placement of restrooms, to protect the public's safety

- The City will look for ways to provide free or affordable early childhood education
- The City will look for ways to support the Pittsburgh Public School District
- The City shall ensure that out-of-school educational programs in City facilities, such as recreation centers, are developed and managed in an equitable manner
- The City shall ensure that any youth employment or internship opportunities are developed, and participants are placed in a manner consistent with the principles of CEDAW.
- City services shall be considered and deployed using a gender equity lens
- The Gender Equity Commission, including the Executive Director and the Commission, shall oversee intersectional Gender Analyses of City departments, services, and investments.
- The Gender Equity Commission shall develop a five-year Citywide Action Plan for all City Departments.
- The Gender Equity Commission shall work with the Department of Personnel and Civil Service to offer trainings in issues related to gender equity.

## **Cincinnati**

- The Mayor and Council hereby express their support for Cities for Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and their support for the individual cities passing resolutions and ordinances to implement the principles of CEDAW

# Appendix F: Text of Colorado Resolutions

## **RESOLUTION 1219**

### **A RESOLUTION IN SUPPORT OF THE UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN**

#### **THE CITY COUNCIL OF THE CITY OF BOULDER, COLORADO, HEREBY FINDS AND RECITES:**

A. The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), adopted by the United Nations General Assembly on Dec. 18, 1979, became an international treaty as of Sept. 3, 1981, and 187 UN member nations out of 193 have agreed to be bound by CEDAW's provisions;

B. Females have made gains in the struggle for equality, the City of Boulder, Colorado, recognizes the need to fully eradicate gender-based discrimination and to provide one of the most basic human rights - equality;

C. The City of Boulder, widely known for its progressive leadership, educational opportunity and entrepreneurship, and with 47.5 percent of the city population being female, will strive to ensure females of all ages residing in Boulder enjoy all of the rights, privileges and remedies that are bestowed on all people in the United States, regardless of race, national origin, gender, or religious beliefs; and with the purpose to claim worldwide that Boulder is a city in which females can thrive and will not tolerate discrimination against females, nor violence perpetrated against them in any form;

D. CEDAW provides a comprehensive framework for governments to examine their policies and practices regarding females of all ages and to rectify discrimination based on gender; and

E. Boulder city government has the appropriate and legitimate role of affirming the importance of eliminating all forms of discrimination against females in communities, as universal norms and to serve as guides for public policy.

#### **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL THAT THE CITY OF BOULDER, COLORADO:**

Does hereby commit to eliminating all forms of violence against females, promoting the health and safety of females and affording them equal educational, economic, social and business opportunities in Boulder, Colorado.

Adopted this 24 day of October 2017.

**RESOLUTION NO. 26  
SERIES 2017**

**A RESOLUTION SUPPORTING THE UNITED NATIONS CONVENTION OF THE  
ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN**

**WHEREAS**, The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), adopted by the United Nations General Assembly on December 18, 1979, became an international treaty as of September 3, 1981, and 187 UN member nations out of 193 have agreed to be bound by CEDAW's provisions; and

**WHEREAS**, Women have made gains in the struggle for equality in many fields, the City of Louisville recognizes the need to accomplish more, to fully eradicate gender-based discrimination and to provide one of the most basic human rights, equality; and

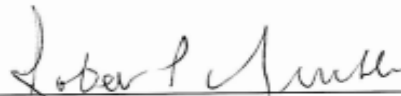
**WHEREAS**, The City of Louisville, Colorado, well known for its blend of small town warmth, historic community, and named the best place to live in 2011; and knowing that 53.0% (10,658) of the total population of 20,112 are women, it will strive to ensure women and girls residing in Louisville enjoy all rights, privileges and remedies that are bestowed on all people in the USA regardless of race, national origin, gender, or religious beliefs; and with the purpose to claim worldwide that Louisville, Colorado is a city in which women can thrive; in a city that will not tolerate discrimination against women and girls, nor violence perpetrated against them in any form; and

**WHEREAS**, CEDAW provides a comprehensive framework for governments to examine their policies and practices regarding women and girls and to rectify discrimination based on gender; and

**WHEREAS**, This city government has the appropriate and legitimate role of affirming the importance of eliminating all forms of discrimination against women in communities, as universal norms and to serve as guides for public policy;

**NOW THEREFORE, BE IT RESOLVED** by the City Council that the City of Louisville does hereby commit to eliminating all forms of violence against women and girls, to promoting the health and safety of women and girls, and to affording them equal academic, economic, and business opportunities in Louisville, Colorado.

**PASSED AND ADOPTED** this 6<sup>th</sup> day of June, 2017.

By:   
Robert P. Muckle, Mayor

Attest:   
Meredyth Muth, City Clerk



**RESOLUTION NO. 2016-82**  
**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAFAYETTE,**  
**COLORADO, SUPPORTING THE UNITED NATIONS CONVENTION OF THE**  
**ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN**  
**(CEDAW)**

**WHEREAS,** The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), adopted by the United Nations General Assembly on December 18, 1979, became an international treaty as of September 3, 1981, and 187 UN member nations out of 193 have agreed to be bound by CEDAW's provisions; and

**WHEREAS,** Women have made gains in the struggle for equality in many fields, the City of Lafayette recognizes the need to accomplish more, to fully eradicate gender-based discrimination and to provide one of the most basic human rights, equality; and

**WHEREAS,** The City of Lafayette, Colorado, is well known for its' small historic community with a vision of a diverse and sustainable, vibrant economy; it is also a city that values strong voices in environmental stewardship and social issues through cooperative relationships and inclusivity and knowing that 51.4% (13, 920) of the total population of 27,081 are women, it will strive to ensure these women and girls residing in Lafayette enjoy all rights, privileges and remedies that are bestowed on all people in the USA regardless of race, national origin, gender, or religious beliefs; and with the purpose to claim worldwide that Lafayette, Colorado is a city in which women can thrive; in a city that will not tolerate discrimination against women and girls nor violence perpetrated against them in any form; and

**WHEREAS,** CEDAW provides a comprehensive framework for governments to examine their policies and practices regarding women and girls and to rectify discrimination based on gender; and

**WHEREAS,** This city government has the appropriate and legitimate role of affirming the importance of eliminating all forms of discrimination against women in communities, as universal norms and to serve as guides for public policy;

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Lafayette, Colorado as follows:

The City of Lafayette is committed to eliminating all forms of violence against women and girls, to promoting the health and safety of women and girls, and to affording them equal academic, economic, and business opportunities in Lafayette, Colorado.

**RESOLVED AND PASSED THIS 18<sup>TH</sup> DAY OF OCTOBER, 2016.**

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- <sup>116</sup> New Orleans city code § No. R- 16-402
- <sup>117</sup> Holman, Maria and Schwanz, Chloe. (2016). The status of Women in New Orleans Since Katrina. New Orleans, LA. Accessed on Dec. 18, 2017
- <sup>118</sup> Louisville city code § A Resolution Supporting Cities for CEDAW Initiative by the Louisville Metro Council and Support of Individual Cities Passing Resolutions and Ordinances to Implement the Principles of the UN Convention on the Elimination of All Forms of Discrimination Against Women at the Local Level (2014).
- <sup>119</sup> While Cincinnati is not as comparable to Denver as Miami-Dade, Cincinnati officials do consider Denver a comparable city.
- <sup>120</sup> City and County of San Francisco § CHAPTER 12K: LOCAL IMPLEMENTATION OF THE UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN (CEDAW)
- <sup>121</sup> Berkeley City Clerk § Chapter 13.2 Municipal Code
- <sup>122</sup> Honolulu city code § Bill 65 (2015)
- <sup>123</sup> Los Angeles City Code § Ordinance No. 175735
- <sup>124</sup> Memorandum of the county of Miami-Dade § 7(A) No. 15-87
- <sup>125</sup> Pittsburgh city code § Ordinance No. 2016-0905
- <sup>126</sup> Cincinnati city code § Resolution No. 43-2015